

An Empirical Study of the Relationship Among Job Satisfaction, Organizational Commitment and Turnover Intention

Sinem AYDOGDU

Okan University, Institute of Social Sciences,
Istanbul, Turkey. Email: sinem.aydogdu@pharmavision.com.tr

Baris ASIKGIL

Mimar Sinan Fine Arts University, Faculty of Science and Letter,
Istanbul, Turkey. Email: basikgil@msgsu.edu.tr

ABSTRACT: This study conducted on 100 employees from production sector and 82 employees from service provider sector. The relationship among job satisfaction, organizational commitment and turnover intention are investigated to determine statistically significant relations. The results of the study support the hypotheses. Job Satisfaction has a significant and positive relationship with three dimensions of organizational commitment and turnover intention has a significant and negative relationship with job satisfaction and organizational commitment.

Keywords: Job Satisfaction, Organizational Commitment, Turnover Intention.

JEL Classifications: D23, J28, J63, L29

1. INTRODUCTION

One of the most important factors to make a difference under the working conditions of the business environment in 2000's is a committed, productive, highly motivated and innovative human resource. With the increase of technological advances and changes, there is a need for organizations to address employee satisfaction, organizational commitment and work itself. The success, survival and competing power of organizations depend on the commitment of their members, supporting their individual developments and ensure their participations.

The purpose of this study is to gain a better understanding of the relationships between job satisfaction, organizational commitment and turnover intention. Job satisfaction is defined by Ivancevich as an attitude that individuals have about their jobs and it is believed to be a result of the perception of individuals of their jobs or it is defined by Greenberg that it is a person's positive or negative feelings about their jobs. In 1990, Allen and Meyer defined Organizational Commitment as a bond or linking of the individual to the organization. Intention to turnover is defined as one's behavioral attitude to withdraw from the organization whereas turnover is considered to be the actual separation from the organization.

2. LITERATURE REVIEW

2.1. Job Satisfaction

Nearly most of the definitions of job satisfaction present a corresponding resemblance with those of attitudes because of job satisfaction is considered as an attitude.

It is stated that job satisfaction is an attitude that individuals have about their jobs. It results from their perception of their jobs (Ivancevich and Matteson, 1990). Besides, the content of this definition involves a strong emphasis on feeling which is also called "affect". This emotional or evaluative component refers to an individual's positive, neutral or negative feelings of what might be called the attitude object, or the focus of attitude (Greenberg and Baron, 2000). Some of these definitions cognate with people's affective response to current job are unidimensional: people are generally satisfied or dissatisfied with their job (Ward and Sloane, 1999). In addition to the belief that job satisfaction is a summary evaluation that people make of their work, it should still be remembered that

people's level of job satisfaction vary and these differences are the result of job related factors and individual factors.

2.1.1. The Factors That Influence Job Satisfaction

2.1.1.a. The Factors Related to the Job

Pay: Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction (Luthans, 1992). A study of 2000 managers demonstrated that the amount of wages received was very positively related to satisfaction, even with managerial level held constant.

Work Itself: Since Herzberg, Mausner and Syndermann monograph, "The Motivation to Work" was published in 1959, evidence has been accumulated that the work itself plays a significant role in attaining job satisfaction (Feldmann and Arnold, 1985).

Supervision: The behavior of the supervisor plays an important role with regard to employees' reactions to a problematic event. It was showed that the employees who perceived their supervisor as more approachable and responsive were more likely to voice their concerns.

Promotion Possibilities: Promotion possibilities involve the availability of advancement opportunities. If people think that they will not have much promotion possibilities, they may be affected adversely. The most well-known study on the subject was done by Siratowho found a negative relationship between measures of promotional frustration and measures of attitudes toward the company (Feldmann and Arnold, 1985).

Peers: Interaction with peers is an important factor in job satisfaction. A study in an automobile industry demonstrated that isolated workers disliked their jobs. Similarly, it was found that only 43% of the "isolates" in work groups were highly satisfied with their jobs (Feldmann and Arnold, 1985).

Working Conditions: Providing good physical working conditions (e.g. cleanliness of the working place, lightening, adequate tools and equipment) enables employees to carry out their jobs easily, comfortably and efficiently. Working conditions such as flexible time, job sharing and shorter workweeks are quite valued by employees because they can facilitate valued off the job activities such as persuing hobbies (Feldmann and Arnold, 1985).

2.1.1.b. The Factors Related to Individual

Individual's Loyalty to Company: If individuals are satisfied with their job, they remain in their proffesion longer. Some individuals want to stay in the organization due to their normative commitment, refering to an employee's desire to stay with the organization based on a sense of duty, loyalty or more obligation. Hackett, Bycio and Hausdorf found that job satisfaction had a positive influence on normative commitment (Clugston, 2000).

Experience: According to Lawler work, experiences have profound effects on the individual employee (Cano and Miller, 2005). Individual's responde favorably or unfavorably toward many things, work, for example. Their response stems from a number of factors like work experiences.

Age and Gender: Age is one of the individual factors affecting job satisfaction. It is concluded that elder workers are more satisfied (Kaya, 1995). It is also found a meaningful relation between age and job satisfaction (Kaya, 1995). Gender is one of the individual factors affecting job satisfaction. The largest economic study about this subject was performed in 1997 by Clark, using the data obtained from 1991 British Household Panel Survey (BHPS). Unless some factors were remained constant, the job satisfaction of women were higher than men.

Education: According to the study of Dold and Duff, it was observed that graduates of career oriented disciplines were more satisfied with their jobs than other graduates. The highest levels of job satisfaction were reported by the individuals in agriculture and education with 64% in each category being very satisfied with their jobs (Andres and Grayson, 2002).

2.1.2. Consequences of Job Dissatisfaction

Absenteeism: Failure to report to work absenteeism appears to be associated with job dissatisfaction. A review of the literature on factors associated with job attendance concluded that job satisfaction was one of the major influence on attendance, although it is only one of the major factors.

Turnover: Job satisfaction has effect on to determine staying in or leaving the organization. If personnel are dissatisfied with their work, they are likely to leave from the organization. If personnel believe that they are treated fairly and getting rewards they are unlikely to leave the organization. There are some factors with the relationship between satisfaction and turnover. These are commitment and general economy. The personnel who are committed to the organization and believe that they can

not find any other job because of bad general economy prefer to stay in the organization. The personnel who believe that economy is going well and there is little unemployment and can have better opportunities likely prefer to leave the organization.

Low Productivity: Most people believe that satisfied personnel are more productive. But the available evidence suggests that the relationship between job satisfaction and productivity is a very weak one.

Early Retirement: Another interest is the relationship between job satisfaction and the decision to take early retirement. Studies in this area show that personnel who have positive attitudes toward their jobs do not prefer early retirement.

Low Organizational Commitment: Dissatisfaction is also a major cause of declining organizational commitment. Commitment implies a willingness to put effort on the organization's behalf and an intention to stay with the organization for a long time.

Mental and Physical Health: Researches in this area report that personnel who are highly satisfied tend to have better mental and physical health. Personnel who have better mental and physical health can learn new job-related tasks more quickly, have fewer on the job accidents and file fewer grievances.

Life Satisfaction: Another issue concerns the contribution of job satisfaction to overall life satisfaction. Life satisfaction means how satisfied personnel are with their life. Recent studies have found that there is a positive correlation between life satisfaction and job satisfaction, so they have supported the Spillover Hypothesis.

2.2. Organizational Commitment

An alternative view is presented by Meyer and Allen (1993), who defined three components of organizational commitment, Three Component Model:

- i. Affective Commitment
- ii. Continuance Commitment
- iii. Normative Commitment

These three components of commitment are alternatively described as the product of (i) emotional attachments (affective commitment), (ii) the costs of leaving, such as losing attractive benefits or seniority (continuance commitment) and (iii) the individual personal values (normative commitment) (Brief, 1998).

According to Meyer and Allen's (1993) view, commitment as an emotional attachment and identification with and involvement in the organization is called affective commitment; commitment as an attachment based on the cost of leaving the organization is called continuance commitment, and a feeling of obligation to stay in the organization is called normative commitment.

Affective commitment refers to feelings of belonging and sense of attachment to the organization and it has been related to personal characteristics, organizational structures, and work experiences, for example; pay, supervision, role clarity and skill variety (Hartmann, 2000).

Continuance commitment, which reflects the recognition of costs associated with leaving the organization, should be related to anything that increases perceived costs. Direct or indirect investments in the organization, side bets, represent such costs best and were operationalized mainly by variables like age, education and tenure (Becker, 1960). Therefore, the above demographic variables and tenure are expected to demonstrate the strongest relationship with continuance commitment. Normative commitment refers to an employee's feelings of obligation to remain with the organization. Thus, employees with strong normative commitment will remain with an organization by virtue of their belief that is the "right and moral thing to do". Normative commitment develops as a result of socialization experiences that emphasize the appropriateness of remaining loyal to one's employer (Wiener, 1982) or through the receipt of benefits (e.g. tuition payments and skill training) that create within the employee a sense of obligation to reciprocate (Scholl, 1981).

Normative commitment develops on the basis of a particular kind of investment that the organization makes in the employee specifically, investment that seem difficult for employees and reciprocate (Meyer and Allen, 1993).

Employee's commitment to the organization has effects on the employees themselves, on the organization and on the society. As employees become more committed to the organization, they show reduced withdrawal behaviors and increased citizenship behaviors in their organizations. Also, they receive more extrinsic and intrinsic rewards. On the other hand, employee's commitment brings

decreased amount of job movement and greater productivity, which benefits society as a whole (Mathieu and Zajac, 1990).

2.2.1. The Factors That Influence Organizational Commitment

Personal Factors: Research on person characteristics has found on two types of variables: demographic variables and dispositional variables (e.g. personality, values, interest). Demographic variables that relate to organizational commitment are stated to be gender, age, educational level, race and personality traits. Overall relations between demographic variables and affective commitment are neither strong nor consistent.

Role Related Factors: Role related variables like role ambiguity and role conflict correlate negatively with organizational commitment. Mathieu and Zajac (1990) stated in their study that it can be concluded those role ambiguities; conflicts and the stress caused by these uncertainties influence the degree of organizational commitment.

Work Experiences: The vast majority of antecedent studies have focused on variables that fall into very broad category of work experiences. Moreover, with work experience variables, find the strongest and consistent correlations with affective commitment across studies. Mathieu (1991) found that commitment reciprocally related with satisfaction and the effect of satisfaction on commitment was more than reverse.

Cultural Factors: As culture deeply influences management ideas and practice, studies were conducted in different countries with different cultures. A meta-analysis of twenty seven studies given by Randall and O'Driscoll (1997) in different countries demonstrated that personal characteristics like age, tenure, gender and education were highly significant in determining organizational commitment in England, Israel, although they were insignificant in Canada. The relation of participation and peer cohesion with commitment was consistent in all countries studied.

2.2.2. Consequences of Organizational Uncommitment

Performance at Work: Many aspects of performance can be assessed (e.g. attendance at work, performance of assigned duties, organizational behavior). In addition, assesment of performance can be obtained from several sources (e.g. the employees themselves, their supervisors, output measures such as sales or production figures). Research on the links between commitment and work performance reflects the diversity.

Interdrawal Intentions: Personnel retention has consistently been viewed as an important consequence of organizational commitment. When organizational commitment of personnel is low, they do not put any effort to do their jobs, don't any altruism for organizations that they work for and have low level of motivation.

Absenteeism: Researches show that there is a negative relationship between absenteeism and organizational commitment. In other words, personnel who have lower level of organizational commitment are likely to be absent.

Turnover: Researches in this area show that there is a negative relationship between turnover and organizational commitment.

2.3. Turnover Intention

Intention to turnover is defined as one's behavioral attitude to withdraw from the organization whereas turnover is considered to be the actual seperation from the organization. Meta-analytical reviews of Tett and Meyer indicated that attitudes are good predictors of behavior (Böckermann and Ilmakunnas, 2004).

2.4. The Relationship Among Job Satisfaction, Organizational Commitment and Turnover Intention

Job satisfaction has effect on to determine staying in or leaving the organization. If personnel are dissatisfied with their work they are likely to leave from the organization. If personnel believe that they are treated fairly and getting rewards they are unlikely to leave the organization.

There are some factors with the relationship between satisfaction and turnover intention. These are commitment and general economy. The personnel who are committed to the organization and believe that they can not find any other job because of bad general economy prefer to stay in the organization. The personnel who believe that economy is going well and there is little unemployment and can have better opportunities likely prefer to leave the organization.

Managers should try to reduce personnel turnover that are good performers. The notion that high turnover among poor performers is termed functional turnover.

3. METHODOLOGY

3.1. Sample

The sample of this study is conducted from two organizations in Istanbul. Both of these organizations are in private sector, one of these organizations is in production area, the other one is service provider. The sample consists of total 182 individuals from these two organizations. Since the participation in this study is voluntary, 100 employees in Company X, which is in the production area and 82 employees in Company Y, which is in the service area.

3.2. Hypotheses

H1: There's a positive relationship between job satisfaction and affective organizational commitment.

H2: There's a positive relationship between job satisfaction and continuance organizational commitment.

H3: There's a positive relationship between job satisfaction and normative organizational commitment.

H4: There's a negative relationship between affective organizational commitment and turnover intention.

H5: There's a negative relationship between continuance organizational commitment and turnover intention.

H6: There's a negative relationship between normative organizational commitment and turnover intention.

H7: There's a negative relationship between job satisfaction and turnover intention.

3.3. Measures

The questionnaire consisted of 4 independent sections including measurement scales is designed to assess the constructs of this study and demographic information.

Demographic Variables: In the first section of the questionnaire there are demographic variables such as gender, age, marital status, position at job, educational background, business sector (production or service provider), total work experience and tenure in the organization to gain general information about the respondents.

Measurement of Job Satisfaction: Minnesota Job Satisfaction Questionnaire (MSQ) which is designed by Weiss, Davis, England and Lofquist (1967) is used. MSQ respondents indicate how satisfied they are with various aspects of their present job. MSQ has both long (100) items and short (20) items form, that in this study short form of the questionnaire, which is about pay, coworkers, supervision, responsibility, social status and security, is used.

Measurement of Organizational Commitment: Organizational Commitment Questionnaire, an eighteen-item scale which is designed by Meyer and Allen (1993) to measure participant's commitment to their organizations, is used. There are three subscales which are affective, normative and continuance commitment. All of these subscales are measured from "strongly disagree" to "strongly agree".

Measurement of Turnover Intention: Rosin and Korabick's Turnover Intention Scale is used in this study. The questionnaire was translated into Turkish and adopted by Tanrıöver (2005). All the items are scored on an itemized rating scale, ranging from "strongly disagree" to "strongly agree".

3.4. Research Findings

For analyzing data, the statistical package program SPSS 15.0 is used. According to the descriptive statistics, the sample consists of 182 personnel from two companies which perform different businesses. The sample consists of 92 women (50.5%) and 90 men (49.5%). 35.2% of the sample (64 participants) is between the ages of 20-30, 51.1% of the sample (93 participants) is between the ages of 31-50 and 13.7% of the sample (25 participants) is at the age of 51 or older than 51. The age differs from 22-63 and the mean of the ages is 35.63. (Mean = 35.63, Std.Dev. = 4.32, N = 182). 122 participants (67.0%) are married, 60 participants (33.0%) are single. Most of the sample is married. 3.8% of the sample (7 participants) is blue-collar employee, 24.2% of the sample (44 participants) is white-collar employee, 34.1% of the sample (62 participants) is specialist, 22.5% of the sample (41 participants) is chief, 15.4% of the sample (28 participants) is manager. 3 participants (1.6%) are primary school graduates, 18 participants (9.9%) are high school graduates, 102 participants (56.0%) are university graduates, 51 participants (28%) have a Master's Degree, 8 participants (4.4%) have a Doctorate Degree. 54.9% of the sample (100 participants) is from

Production Sector, 45.1% of the sample (82 participants) is from Service Provider Sector. The mean for tenure is 12.18 years, standard deviation is 8.35, minimum tenure in the organization is 3 months, maximum tenure in the organization is 35 years. The mean for total work experience is 9.79 years, standard deviation is 8.37, minimum total work experience is 3 months, maximum total work experience is 35 years.

3.5. Reliability Analysis

Reliability analyses are conducted for job satisfaction, organizational commitment and turnover intention scales. Cronbach alpha scores of three measures are ranged between 0.800 and 0.970. The means, standard deviations and reliability coefficients for each variable are given in Table 1.

Table 1. Means, Standard Deviations and Reliability Coefficients of Job Satisfaction, Organizational Commitment and Turnover Intention Scales and their subscales

Scale	Mean	Std. Dev.	Cronbach α
Job Satisfaction (overall)	3.7450	1.176	0.964
- Internal Job Satisfaction	3.4607	1.25452	0.900
- External Job Satisfaction	4.0305	1.09798	0.920
Organizational Commitment (overall)	3.4650	1.2350	0.936
- Affective Commitment	3.5976	1.52378	0.970
- Continuance Commitment	3.5615	0.91353	0.800
- Normative Commitment	3.2378	1.26964	0.840
Turnover Intention	2.6610	1.5790	0.931

3.6. Correlation and Regression Analysis

Correlation analysis is used to state the relationship between the variables. Correlation Matrix is recalculated with the subscales found after the factor analyses and other scales. As the correlations between some of these variables are higher than 0.70, the probability of multicollinearity increases. In this respect, regression analysis is performed and Variance Inflation Factor (VIF) scores are examined. As the VIF scores are lower than 10, it can be assumed that there is no exact multicollinearity between these variables. Therefore, these variables can take place in the research model.

In order to investigate the hypotheses of the study, regression analyses are performed and the results are given in Table 2, Table 3, Table 4.

3.6.1. The Relationship Between Organizational Commitment and Job Satisfaction

H1 argues that there's a positive relationship between job satisfaction and affective organizational commitment. Multiple regression is used to analyze the hypothesis.

Table 2. Regression Analysis between Affective Commitment and Job Satisfaction

Predictors	Affective Commitment		
	β	t	p
Internal Job Satisfaction	0.621	9.299	0.000
External Job Satisfaction	0.245	3.670	0.000
R²	0.683		
Adjusted R²	0.679		
F value	192.809		

Dependent Variable: Affective Commitment

As seen in Table 2 there is a significant and positive relationship between affective commitment and internal job satisfaction ($\beta = 0.621$, $t = 9.299$ and $p = 0.000 < 0.05$) and also there is a significant and positive relationship between affective commitment and external job satisfaction ($\beta = 0.245$, $t = 3.670$ and $p = 0.000 < 0.05$). R^2 value is 0.683 which means 68.3% of the variation can significantly be explained by the independent variables.

H2 argues that there's a positive relationship between job satisfaction and continuance commitment. Multiple regression is used to analyze the hypothesis.

Table 3. Regression Analysis between Continuance Commitment and Job Satisfaction

Predictors	Continuance Commitment		
	β	t	p
Internal Job Satisfaction	0.779	9.628	0.000
External Job Satisfaction	0.698	8.786	0.000
R²	0.535		
Adjusted R²	0.530		
F value	103.115		

Dependent Variable: Continuance Commitment

As seen in Table 3 there is a significant and positive relationship between continuance commitment and internal job satisfaction ($\beta = 0.779$, $t = 9.628$ and $p = 0.000 < 0.05$), but there is a significant and positive relationship between external job satisfaction and continuance commitment ($\beta = 0.698$, $t = 8.786$ and $p = 0.000 < 0.05$). R^2 value is 0.535 which means 53.5% of the variation can significantly be explained by the independent variables.

H3 argues that there's a positive relationship between job satisfaction and normative organizational commitment. Multiple regression is used to analyze the hypothesis.

As seen in Table 4 there is a significant and positive relationship between normative commitment and internal job satisfaction ($\beta = 0.521$, $t = 5.955$ and $p = 0.000 < 0.05$) and also there is a significant and positive relationship between normative commitment and external job satisfaction ($\beta = 0.187$, $t = 2.134$ and $p = 0.034 < 0.05$). R^2 value is 0.457 which means 45.7% of the variation can significantly be explained by the independent variables.

Table 4. Regression Analysis between Normative Commitment and Job Satisfaction

Predictors	Normative Commitment		
	β	t	p
Internal Job Satisfaction	0.521	5.955	0.000
External Job Satisfaction	0.187	2.134	0.034
R²	0.457		
Adjusted R²	0.451		
F value	75.319		

Dependent Variable: Normative Commitment

3.6.2. The Relationship Between Turnover Intention and Organizational Commitment

H4 argues that there's a negative relationship between affective organizational commitment and turnover intention. H5 argues that there's a negative relationship between continuance organizational commitment and turnover intention. H6 argues that there's a negative relationship between normative organizational commitment and turnover intention. Multiple regression is used to analyze the hypotheses and the results are given in the same table, Table 5.

Table 5. Regression Analysis between Turnover Intention and Organizational Commitment

Predictors	Turnover Intention		
	β	t	p
Affective Commitment	-0.326	-4.303	0.000
Continuance Commitment	-0.373	-6.016	0.000
Normative Commitment	-0.231	-4.253	0.020
R²	0.709		
Adjusted R²	0.704		
F value	17.596		

Dependent Variable: Turnover Intention

As it is seen in Table 5, there is a significant and negative relationship between turnover intention and affective commitment ($\beta = -0.326$, $t = -4.303$ and $p = 0.000 < 0.05$). There is a significant and negative relationship between turnover intention and continuance commitment ($\beta = -0.373$, $t = -6.016$ and $p = 0.000 < 0.05$). There is a significant and negative relationship between turnover intention and normative commitment ($\beta = -0.231$, $t = -4.253$ and $p = 0.020 < 0.05$). R^2 value is 0.709 which means 70.9% of the variation can significantly be explained by the independent variables.

3.6.3. The Relationship Between Turnover Intention and Job Satisfaction

H7 argues that there's a negative relationship between job satisfaction and turnover intention. Multiple regression is used to analyze the hypothesis.

Table 6. Regression Analysis between Turnover Intention and Job Satisfaction

Predictors	Turnover Intention		
	β	t	p
Internal Job Satisfaction	-0.127	-8.061	0.000
External Job Satisfaction	-0.248	-4.195	0.000
R²	0.650		
Adjusted R²	0.655		
F value	16.842		

Dependent Variable: Turnover Intention

According to Table 6 there is a significant and negative relationship between turnover intention and external job satisfaction ($\beta = -0.127$, $t = -8.061$ and $p = 0.000 < 0.05$). Also, there is a significant and negative relationship between turnover intention and external job satisfaction ($\beta = -0.248$, $t = -4.195$ and $p = 0.000 < 0.05$). R^2 value is 0.650 which means 65.0% of the variation can significantly be explained by the independent variables.

4. COMPARISON OF RESULTS

Organizational Commitment and Job Satisfaction are important aspects of organizational effectiveness, productivity and job performance and may impact on turnover intention and absenteeism.

H1, stating that there's a positive relationship between job satisfaction and affective organizational commitment, was confirmed by regression analysis. According to the regression analysis, it was found that there is a significant and positive relationship between affective commitment and internal - external job satisfaction. This shows a direct proportion with job satisfaction and affective organizational commitment, as the factors that generate job satisfaction increases, affective organizational commitment increases. If it is compared, it can be seen that there is

a stronger relationship between affective commitment and internal job satisfaction than the relationship between affective commitment and external job satisfaction.

H2, stating that there's a positive relationship between job satisfaction and continuance organizational commitment, was confirmed by regression analysis. According to the regression analysis, it was found that there is a significant and positive relationship between continuance commitment and internal - external job satisfaction. This shows a direct proportion with job satisfaction and cotinuanace organizational commitment, as the factors that generate job satisfaction increases, continuance organizational commitment increases. If it is compared, it can be seen that there is a stronger relationship between continuance commitment and internal job satisfaction than the relationship between affective commitment and external job satisfaction.

H3, stating that there's a positive relationship between job satisfaction and normative organizational commitment, was confirmed by regression analysis. According to the regression analysis it was found that there is a significant and positive relationship between normative commitment and internal - external job satisfaction. If it is compared, it can be seen that there is a stronger relationship between normative commitment and internal job satisfaction than the relationship between normative commitment and external job satisfaction. This means that internal factors like use of skills, job variety, experience, performing things for others is more powerful for the employee to generate a commitment which is based on a feeling of obligation with the organization and a strong belief about being a member of the organization is the right or moral thing to do, than the external factors like pay, promotion, supervision or working condition. According to the literature, job satisfaction is an attitude that occurs as a result of the experinces which are gained while performing the job. It is related to organizational commitment in some ways but actually job satisfaction is different from organizational commitment. Commitment is a global notion that reflects the general reaction of the employee towards the organization with the common values and objectives. Some researches, examining the relationship between job satisfaction and organizational commitment showed that organizational commitment causes job satisfaction (Bateman and Stasser, 1984), but some researches suggested that there was a interrelation between organizational commitment and job satisfaction. (Williams and Hazer, 1986). Also some studies showed that job satisfaction has a significant relationship with the three dimensions of organizational commitment and job satisfaction has a positive relationship between affective and normative commitment and a negative relationship with continuance commitment (Clugston, 2000).

H4 stating that there's a negative relationship between affective organizational commitment and turnover intention, H5 stating that there's a negative relationship between continuance organizational commitment and turnover intention and H6 stating that there's a negative relationship between normative organizational commitment and turnover intention were confirmed by regression analyses. According to the results there is a significant and negative relationship between turnover intention and affective commitment, continuance commitment and normative commitment. But the relationship between continuance commitment and turnover intention is stronger than the relationship between affective commitment and turnover intention and than the relationship between normative commitment and turmover intention. Normative commitment has the lowest level of relationship with turnover intention. According to the literature, the most popular and throughly multidimensional model of organization commitment is Meyer and Allen (1993)'s. That model includes affective, normative and continuance components, all of which are thought to contribute to employee retention. A recent meta-analytic review of the model indicates that all three components display negative associations with intended and actual turnover. Accumulated findings suggest that commitment components exert an influence on membership desicions through different mechanisms.

H7 stating that there's a negative relationship between job satisfaction and turnover intention was confirmed by regression analysis. A decrease in the level of job satisfaction would lead to an increase in the level of turnover intention. This conclusion is supported by previous literature examples, either that they indicate job satisfaction to be one of the several factors determining someone's intention to quit the organization (Mobley, 1977). The results showed that there is a significant and negative relationship between internal - external job satisfaction and turnover intention.

As a conclusion, it is clear that in the Organizational Behavior literature job satisfaction and organizational commitment are the variables which have been researched the most. The reason why these subjects have been studied a lot is their relationship with job performance, turnover intention and

actual turnover. The results of regression analyses for testing the hypotheses showed that there is a strong relationship between job satisfaction and three dimensions of organizational commitment. Also, there is a negative relationship between turnover intention and job satisfaction, turnover intention and three dimensions of organizational commitment. The strongest relationship is with continuance commitment and the weakest is with normative commitment.

5. CONCLUSION

This study is considered to be important both to employer and the employee. In view of rapidly changing business environment, companies must devote greater effort to enhance their capabilities and it must not be forgotten that the success and competing power of the organization depend on committed, highly motivated, satisfied and innovative human resources. Employers should promote their employees by improving supervision styles that well treated employees develop a positive attitude towards supervision and the organization or vice versa also involving more employees in decision making process, providing better working condition and providing flexible working hours and paying fairly, encouraging employees to use their own skills and abilities help them to have a sense of self-pride, a sense of competence and a sense of self confidence that increases job satisfaction and also the factors like job variety and clear job description lead to higher job satisfaction. Employees having a high job satisfaction are expected to be committed to the organization, but it is important to know how these employees connect to the organization in terms of membership status.

To sum up, if an employer needs a highly motivated, innovative, productive human resource, the importance of job satisfaction and organizational commitment should not be forgotten. It is obvious that high job satisfaction and organizational commitment will avoid turnover intention and actual turnover. Every employee has different kinds of needs and expectations and it is impossible to satisfy every need and expectation of the employees. Both employee and employer should try to generate a working condition that they will work in a happy, motivated and productive atmosphere to reach the certain goals.

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