

# Review of the Relationship between Job Satisfaction, Affective Commitment and Turnover Intention: A Conceptual Paper

**Kamal Masoud Abonwara, Asbi B. Ali**

Management & Science University (MSU)  
Faculty of management and science, Shah Alam, 2017 Malaysia  
EMAIL: [TIDA\\_2009@YAHOO.COM](mailto:TIDA_2009@YAHOO.COM)

**Abstract:** *The purpose of this paper was at presenting the reviews of the literature on the relationship between job satisfaction and turnover intention by mediating the affective commitment strategy. As human resource, the area of turnover intention becomes increasingly more important to firms. Therefore, the present paper seeks to better understand the significance of turnover intention to general institution and particularly to Libyan National Oil Corporation.*

**Keywords:** Job satisfaction; Affective commitment; Turnover intention, National Oil Corporation (NOC).

## Introduction

Turnover intention is a serious issue especially today in which employee leaves the organization or organization fired them. Turnover intention is the organization's employees plan to leave their jobs or to fire the employees. Turnover intention can be either voluntary or involuntary. In voluntary turnover, employee leaves the organization willingly. It occurs when the employee have an alternative best opportunity. While involuntary turnover intention occurs when organization isn't satisfied with an employee performance and makes decision to fire him. The general purpose of this research is to study the turnover intention of employees and the specific purpose is to identify the effect of organizational commitment and Job satisfaction on turnover intention of employees. The current study shows the effects of these two variables on turnover intention; Job satisfaction, Organizational commitment. Job satisfaction is the feeling of getting achievement which you practice in the job. Job satisfaction has a negative impact on turnover intention. High job satisfaction is associated with low turnover intention and low job satisfaction leads toward high turnover intention.

National Oil Corporation (NOC) of Libya was established 1970 and it dominates Libya's gas and oil industry, along with a number of smaller subsidiaries, which combined account for approximately half of the country's oil output. National Oil Corporation carries out exploration and production operations through its own affiliated companies, or in participation with other companies under service contracts or any other kind of petroleum investment agreements. This is in addition to marketing operations for oil and gas, locally as well as abroad. NOC has fully owned companies which carry out explorations, developments and production operations, in addition to local and international marketing companies (Sasi, 2008). NOC of Libya is a state-owned company that controls Libya's oil and gas production. The company is the biggest oil producer in Africa. Its mandate is to promote the Libyan economy by undertaking development, management and exploitation of oil resources as well as by participating in planning and executing the general oil policy of the state (National Oil Corporation, 2008). The choice of NOC of Libya to investigate the relationship between job satisfaction, affective commitment and turnover intention on this relationship in NOC of Libya, because Libya is a member of organization of petroleum exporting countries (OPEC), this holds the largest proven oil reserves and the most important oil-producing countries in Africa and the world. The petroleum sector in Libya is very important because it is the backbone of Libyan economy.

## 2. Literature Review:

### 2.1 Job Satisfaction

Job satisfaction is defined as an individual's cognitive, evaluative and affective reactions towards his or her job. Job satisfaction is very important topic regarding the organizational behavior of an organizational behavior and organizational management. According to Dawis and Lofquits (1984) job satisfaction is evaluation of individual's assessment level that how the working environment fulfill their needs. Large amount of researches are present which link the job satisfaction with turnover intentions (Tarigan & Ariani, 2015). In the study of occupational attitudes, Job satisfaction and organizational commitment are the most important topics (Shurbagi & Zahari, 2014). From past findings it is clear that job satisfaction has a direct effect on turnover intentions as well as an indirect effect through organizational commitment (Blau, 1987). The relationship of job satisfaction with turnover intention and organizational commitment is more supported by many studies which recognize job satisfaction as an antecedent of organizational commitment (Lin and Ma, 2004b; Tett and Meyer, 1993). Job satisfaction is a complex construct because it is related to individuals' feelings about their jobs. Researchers have attempted to identify components of job satisfaction to understand turnover intention. (Locke, 1969) described job satisfaction as a fulfilled emotional state accomplished through self-assessment and one's job being in alignment with one's job values, and dissatisfaction as an unpleasant emotional state when the job and values are not harmonious. Job satisfaction was defined as the emotional response to the job situation based on what the individual wants from the job (Finster, 2013; Pieterse-Landman,

2012; Zahari & Shurbagi, 2012). (Hylton, 2013; Spector, 1997) defined job satisfaction as all the feeling of an individual about the job.

Job satisfaction refers to an employee's positive attitudinal orientation towards their job. It is an affective state towards certain aspects of a job, resulting from a person's appraisal of actual outcomes and all aspects of the relationship with the organization with those outcomes that they anticipated or feel they deserve (Buitendach & Rothmann, 2009); (Martin & Roodt, 2008). There are various factors cited in the literature that have an impact on job satisfaction. These include, but are not limited to, enjoyable work; realistic promotional opportunities; fair remuneration; respectable supervisors; interpersonal relationships, company policies; working conditions; responsibility; achievement; recognition, and psychological empowerment (Avey, Hughes, Norman, & Luthans, 2008); (Bordin, Bartram, & Casimir, 2006), (Kahumuza & Schlechter, 2008), (Seibert, Silver, & Randolph, 2004). A few studies have been cited in (Pienaar & Bester, 2008) that specifically relate low levels of employee satisfaction with high levels of turnover. They also found strong relationships between job dissatisfaction and intention to quit in their research.

There is a relatively consistent indication in the research of a negative relationship between job satisfaction and turnover behavior (Arnold & Feldman, 1982); (Elangovan, 2001); (Kahumuza & Schlechter, 2008); (Luna-Arocas & Morley, 2015); (Tarigan & Ariani, 2015). (Douglas, 2015) found that job satisfaction is directly related to organizational commitment and indirectly related to turnover intentions. (Tarigan & Ariani, 2015), however, found both a direct and indirect influence of job satisfaction on turnover intentions.

Many studies conducted amongst the employees in the western countries consistently showed negative and significant relationship between job satisfaction and turnover intention (Salleh, Nair, & Harun, 2012). (Aldhuwaihi, 2013) found that job satisfaction has a positive influence on affective and normative commitment but has a negative effect on continuance commitment. (Hylton, 2013) also found that job satisfaction has a positive impact on organizational commitment.

It is clear from the above that job satisfaction has an impact on the organizational outcome of turnover due to its direct relationship with intention to quit. Specific indication was made to how the structure of work related to job satisfaction (Tarigan & Ariani, 2015). Therefore in this current study emphasizes that Job satisfaction, with affective commitment is the one of important factors to be considered if an organization wishes to ensure the mitigation of turnover intentions in their employees.

## 2.3 Organizational Commitment

The topic of organizational commitment has become immensely popular in the past two decades through interest of researchers and practitioners in the field of management (Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). Employee's affiliation with organization is regarded as organizational commitment. Generally there are three dimensions of organizational commitment 1) continuance commitment 2) normative commitment 3) affective commitment (Allen and Meyer, 1996; Karrasch, 2003; Turner and Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006). Meyer & Allen (1997) indicated that these types are independent and are demonstrated by different individuals at different levels of management in organizations. Similarly, porter (1974) explained that organizational commitment is the extent to which employees accept the goals and values of organization and are desirous to remain in the organization. Committed personnel of an organization demonstrate positive intentions to serve their organization and they think very less about quitting the organization. (Hunt and Morgan, 1994; Robbins and Coulter, 2003; Mowday, Steers, & Porter, 1982). Many studies conducted amongst the employees in the western countries consistently showed negative and significant relationship between job satisfaction with organizational commitment and turnover intention (Salleh et al., 2012). Meanwhile, studies conducted in the Eastern countries, for instance in Libya also supported the generally agreed notion of a negative association between job satisfaction with organizational commitment and turnover intention among employees (Shurbagi & Zahari, 2014)

### 2.31 The mediating role affective commitment

Many studies have defined the concept of organizational commitment in different ways. Porter et al. (1974) defined organizational commitment as a belief and acceptance of organizational goals and values, the willingness to exert effort toward organizational goals, accomplishments, and a strong desire to maintain organizational membership. Basically, it is individual's affective binding with his/her organization as a consequence of accepting organizational values, and the willingness to keep working within the organization. Meyer and Allen (1984, 1991) mentioned three types of commitment, including commitment from necessity (continuous commitment), commitment from obligation (normative commitment), and the affective organizational commitment which is studied extensively and the most relevant form compared to the organizational identification (Gautam et al. 2004). Meyer and Allen (1991) defined affective commitment as an emotional attachment, identification, and involvement in the organization. Affective commitment refers to the feelings of belonging and the sense of attachment to the organization. It has been related to the personal characteristics, leadership behaviors, and the organizational structures (Hartmann 2000).

## 2.4 Turnover intention

Turnover intention is a central construct in traditional turnover models (e.g. March & Simon; (Mobley, 1977; Price, 1977) (Price & Mueller, 1986). These models assert that job dissatisfaction or a lack of commitment prompt a turnover process prior to actual turnover. While a majority of turnover models include these job attitudes in a structural network, their places in a structural network combined with turnover intention remains controversial, with some models theorizing that commitment mediates the influence of satisfaction (Price & Mueller, 1986), and others indicating a reciprocal causality between the two attitudes with each having a direct effect on turnover intentions (Tett & Meyer, 1993). None the less, a substantial body of research reports a negative relationship between job satisfaction, organizational commitment and turnover intentions (Lambert, Hogan, & Barton, 2001).

Turnover intentions is one of the most widely studied predictors of actual turnover behavior (Finster, 2013) and there is considerable body of research that has reported a positive relationship between turnover intention and actual turnover (Griffeth, Hom, & Gaertner, 2000).

Organizational commitment is a predictor of various outcomes such as turnover and intention to leave the organization, absenteeism and level of effort given (Allen & Meyer, 1996). Organizational commitment leads to important results such as decreased turnover, higher motivation, higher organizational citizenship behavior and organizational support (Price & Mueller, 1986). Employees who have a high commitment will contribute significantly more to the organization, perform better, engage in organizational citizenship behavior, and less likely to engage in behaviors that are not productive or destructive behavior (Tett & Meyer, 1993).

(Vandenberghe & Tremblay, 2008) suggested that organizational commitment is a mediator in the relationship between job satisfaction and turnover intention. Previous studies also found that affective commitment mediates the relationship between job satisfaction and turnover intention (Netemeyer, Burton, & Johnston, 1995). (Meyer & Allen, 1991) proposed that the three-component model of organizational commitment mediates the relationship between job satisfaction and turnover intention. Based on previous studies, the two dimensions of organizational commitment (affective commitment and normative commitment) fully mediate the effect of job satisfaction on turnover intention (Dunham, (Allen & Meyer, 1990) (Hackett, Bycio, & Hausdorf, 1994); (Jaros, 1997); (McGee & Ford, 1987).

(Tarigan & Ariani, 2015) said that most model of turnover assumes that job satisfaction leads to greater organizational commitment. Among these antecedents were a prominent few that stood out in the literature review conducted for the purpose of this study, in that they were also shared as either cause or effect among the antecedents of one or more of the other two constructs in this study. For this reason, only these most prominent antecedents will be explored in more detail within this literature study for the significance they may have in the relationship explored between the constructs of job satisfaction, affective organizational and intention to quit.

### Conceptual framework

The hypothesized model linking the relationship between relationship between job satisfaction, affective commitment and turnover intention, in Libyan petroleum sector is depicted in Figure 1.



Figure 1: Proposed conceptual frame work

### Conclusion:

This paper extensively reviews the literature in the field of job satisfaction, organizational commitment and turnover. This study will also assist hospitality practitioners in reducing turnover costs by suggesting how to reduce undesirable supervisor behaviors that might unfavorably impact frontline employees' emotional attachment to the company and career satisfaction. The study highlights organizations that adopt (effective commitment, job satisfaction and turnover intention) are expected to reduce the number of employee's turnover than those organizations that do not adopt such strategies. The current paper is expected to contribute to the extant body of literature that focuses on the relationship between job satisfaction, effective commitment and turnover intention. Therefore the findings of this research study are important for service sector because in service sector, staff of organization is very important for growth of organization. Although study focused petroleum sector but its finding may be generalized to other service sectors and in manufacturing sector.

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