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RESEARCH ON THE VARIABLES THAT HAVE AN IMPACT ON EMPLOYEE SATISFACTION AND TURNOVER INTENTION

MUHAMMAD RIZWAN

LECTURER

**DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
BAHAWALPUR**

NIMRA SHAHZAD

STUDENT

**DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
BAHAWALPUR**

QANDEEL SHEIKH

STUDENT

**DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
BAHAWALPUR**

SANIA BATOOL

STUDENT

**DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
BAHAWALPUR**

MARYAM RIAZ

STUDENT

**DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
BAHAWALPUR**

SAMINA SIDDIQUE

STUDENT

**DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
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ABSTRACT

A lot of research has been done on turnover intention and it has been a keen interest for the managers and researchers for a long period. This paper highlights and defines basic concepts of Job satisfaction and its impact on Employees turnover intention. It specifically considers satisfaction with Organizations justice, Locus of Control, Organizational Commitment that affects Turnover Intention. To achieve the objective, a survey method of questionnaire was conducted. A total 120 respondents were randomly selected as the sample of study, data was analyzed by SPSS and Regression analysis technique was used. Findings supported the entire four hypotheses. Organizations justice, Locus of Control, Organizational Commitment had a positive relationship with Job Satisfaction, whereas Turnover Intention had a negative relationship with job satisfaction. Furthermore, the employees that are unsatisfied with their job progressively have a higher intention to quit the job than the stabilized job satisfied employees do.

KEYWORDS

Cronbach Alpha, Job Satisfaction, SPSS (regression) Analysis, Turnover Intention.

1. INTRODUCTION

Employee turnover has long been a topic of interest to academicians and practitioners because of the negative consequences of turnover (Cotton and Tuttle, 1986; Mowday et al., 1982; Hom and Griffeth, 1995; Griffeth et al., 2000 Hayes et al., 2006).

Organizations bear a lot of cost regarding turnover as they obtain significant costs, both direct (costs of recruitment and selection, training, orientation and development, etc.), and indirect (commitment of employee, service/product quality, productivity and profit) (Kinicki et al., 2002). Studies have been conducted from numerous perspectives, with respect to the reason and connection of employee turnover.

Cotton and Tuttle (1986) recognized three types of causes of employee turnover:

- (1) Individual factors (age, education, gender, job possession);
- (2) job-related factors (job satisfaction, pay, performance, Organizational commitment); and

(3) External factors (unemployment rates, employment opinion, Union occurrence).

Job satisfaction has been mainly studied work/job-related sign of turnover, which has usually been treated as a major variable. Job satisfaction refers to the feelings one has about one's job on which most researchers agree. Moreover, numerous western studies have generally maintained a negative relationship between job satisfaction and employee turnover (Griffeth et al., 2000; Price, 1977, 2001; Kinicki et al., 2002), although in some cases, it is not strongly related (Mobley et al., 1979; Wong et al., 2001).

Higher levels of organizational performance lead to lower turnover. Determinants of job satisfaction may be different between countries and cultures, although there is a well-established negative link between job satisfaction and employee turnover, some researchers have quarrel that, hence affecting the relationship with employee turnover intention (Kirkman and Shapiro, 2001). Further aspects that contribute to turnover decisions are level of occupation, labor market situation, worker's age, probability of acquiring other employment and financial tasks. Relationship between job satisfaction and turnover one may expect in common, to accept this in certain situations is important as this connection would not be achieved because of the above-mentioned factors.

Affective organizational commitment has revealed an important forecaster of organizational outcome when we focus on the link between attitude and performance. The similar relation with organizational outcome can be established from job satisfaction. However it is further indirect the relation to organizational outcome.

For both the want for internal or external control strengthening an individual's hope is measured by Locus Of Control. Specifically, it is the level to which people believe that the external factors, like chance and powerful others are in control of the events that control their lives. Organizational justice is connected with organization. Justice in an organization includes matter related to idea of fair pay equal opportunities for promotion and personal selection procedure.

Job Satisfaction relates that how people experience, distinguish and think about their jobs. This meaning may be heading for that how employee's approach and behaviors towards their jobs. When the importance is given expectations towards satisfaction is wished, it is important to judge job satisfactions predictor to equilibrium existing factors to get insight into employee attitudes and behaviors. Job satisfaction is the degree to which a person reports satisfaction with extrinsic and intrinsic attributes of job. Furthermore, Job satisfaction decreases the cost of employing new employees and develops the preservation level of employees. However, before complete knowledge of Job Satisfaction can be obtained many factors are to be included. It may include factors such as age of employee's, health, level and desire of ambition. In addition, an employee's relationships with family, social status, recreational outlets, activity in the organization etc. also add eventually to job satisfaction. When comparing meaning of job satisfaction factors and their impact of Job Satisfaction of officers must furthermore be considered. The impacts like age, sex dissimilarity and work experience on the feelings towards satisfaction should also be considered. Most significant factors that add a lot to Job Satisfaction are the result of these impacts, which are efficiency in work, salary, fringe benefits and co-worker relations. Private sectors have high level of Satisfaction than different factors have impact on job satisfaction like promotion, pay, safety of job, working conditions, relationship with co-worker and supervisor. The positive or negative feeling with which the employee visions his work is known as Job Satisfaction in which agreement between rewards that job provides and ones expectation of the job is stated. The nature of one's impression of job is a significant part of life as Job Satisfaction influences one's general life satisfaction. The result of different approaches possessed by an employee is job satisfaction. Those attitudes that are linked to the jobs under condition by an employer in a constricted sense are factors such as wages, forms of work, supervisors of employment, quick resolution of grievances, social relationship on the job and fair treatment by employer.

Persons from public sectors have the benefit of better facilities and encouraging work environment. Minor level of impact is on sex and age dissimilarity. The overall job satisfaction of the employee is at positive level.

The determinants of job satisfaction have been:

- Individual differences such as self-esteem & need for achievement,
- Factors such as authority division & centralization and,
- Organizational reward Systems.

Main objectives of this research are:

- To Check the impact of organizational commitment on employee turnover,
- To Check the impact of LOC on employee turnover,
- To assess the impact of organizational justice on employee turnover and whether it is properly implemented and executed.

This research may answer the following questions:

- ❖ What is the impact of organizational commitment on employee turnover?
- ❖ What is the impact of (LOC) on employee turnover?
- ❖ Is organizational justice helpful in satisfying the employees and reducing turnover?

2. LITERATURE REVIEW

2.1 EMPLOYEE TURNOVER INTENTION

Theory and empirical outcome both specify that job satisfaction plays an important role in explaining intention to quit (Griffeth et al., 2000) and employee turnover (e.g. Bluedorn, 1982). Study by Chen et al. (2008) and Duraisingam et al. (2009) concluded there is a well-established negative connection between job satisfaction and turnover (McCulloch and Turban, 2007; Griffeth et al., 2000; Hayes et al., 2006; Lee and Rwigema, 2007).

Logically, giving up precedes intent to quit; Meyer and Tett (1993) found that reason to give up was significantly and negatively related to job satisfaction. The two most cited meta-analysts on reasons and link of turnover, Tittle and Cotton (1986) and Griffeth et al. (2000), both revealed, a moderate to strong relationship between job satisfaction and turnover. While Tittle and Cotton and (1986) recommended a considerable negative relationship between satisfaction with turnover and pay, Griffeth et al. (2000) later only found a weak negative relationship between the two.

One possible explanation for the difference in the withdrawal behavior is individual perception of people about different cultural principles is that what it means to be an individual in a particular culture and for that cause gives us the ways of assessing and evaluating managerial practices in connected to their level of contentment and motivation which in return affects employee' behaviors and attitudes. To assess the reason of job satisfaction on employee turnover intention in order to achieve a hint of the generality of the hypothesized negative affiliation between satisfaction and turnover is therefore the idea of this study.

Many studies support the negative relationship between employee turnover and job satisfaction. Lam et al. (2001), for example, when we study managerial job satisfaction and turnover intention we come to the result that when the job satisfaction is high employee turnover intention will be low.

In forecasting both, job satisfaction and turnover intention organizational commitment plays an important role. Therefore (Wong et al., 2001), states the argument is carried that cultural or traditional values (loyalty and personal networks) still play an essential role in persuading and enhancing employee work-related attitudes and behaviors.

2.2 ORGANIZATIONAL COMMITMENT

"The strength of feelings of responsibilities that an employee has on the way to the mission of the organization is known as "Organizational commitment."

As (Meyer and Allen; 1991) describes, commitment consists of three aspects which are *affective*, *normative* and *continuance* commitment. The relative strength of an individual's identification with and dedication to an organization is explained as Affective organization commitment.

Affective commitment is characterized into three aspects: The acceptance of organizational goals and values, the willingness to exert effort on behalf of the organization and the intention to stay in the organization (McCaul et al; 1995).

Continuance commitments is the commitment employee's experiences towards the organization because of investment they have made or because of costs associated with leaving the organization (Dipboye et al, 1994).

Commitment's feeling to remain in the organization is described as Normative Commitment. Common object about these dimensions is that they all are sign of to the degree to which employees are willing to remain in the organization. We adopted these three aspects because they are surrounded near to our study as it is also often used in the defining organizational commitment.

Prior researches indicate there is a lot of involvement between organizational commitment and job satisfaction concept (Tett and Meyer; 1993,1997; Sagie; 1998; Dipboye et al; 1994) However the two work thoughts are regarded as separate construction(Price and Russell, 1988). Referring to an emotional state of mind that reflect an affective reaction to the job and the work situation is Job Satisfaction, while the focus of organization commitment is on a more universal reaction(emotional or non-emotional) to the whole organization (Russell and price ,1988; ; Lance.1991; Farkas and Tetrick,1989; Dipboye et al,1994;).

H1: Organizational commitment is positively related to job satisfaction.

2.3 LOCUS OF CONTROL (LOC)

(Rotter; 1966) describes LOC as “it determines an individual’s expectations for either the need for internal or external control of strengthening”.

As one feature of personality, a person’s expectations for both the need for internal or external control of reinforcement is measured by LOC. Persons with low LOC score have an internal (LOC) and consider that their own performance, ability, or attributes decide the return that they achieve. Individuals with a high (LOC) score have an external (LOC) and believe that whether they receive rewards in life is generally outside of their control (Rotter; 1966). Specifically, studies have identified a contact between locus of control and job stress, job performance and job satisfaction (Rahim, Daniels & Guppy).

(LOC) is an significant interpreter of Job Satisfaction. Person’s report higher levels of job satisfaction having internal (LOC). An increase in job satisfaction leads to employee satisfaction, which is supplementary a key which adds an increase in employee productivity and performance.

H2: Employees with internal (LOC) would report high job satisfaction than those with external (LOC).

2.4 ORGANIZATIONAL JUSTICE

“Greenberg (1986) introduced organizational justice with view to how an employee judges the manners of the organization, their resulting attitude and behavior that comes from this.

Moreover, in 1990 he explains that the word organizational justice involves where fairness is being considered in the organization.

There are particularly three types of justice in which human beings are interested in according to the literature. First is the one who deals not just with the perceived fairness of the outcomes or allocations that individuals in organizations receive but also with “What the decisions are” which is the distributed justice (Cropanzan and Folger 1998). Second is procedural justice, which deals with the fairness of process used to decide outcomes and addresses fairness issues regarding the mechanisms and methods and process used to decide those outcomes (Cropanzan and Folger 1998). Procedural justice refers to the process of fairness or “how decisions are made” (Sarfield-Baldwin and Tang 1996). Interactional justice is the third type which clears about the fairness of the interpersonal behavior and communication that they received (Ambrose et al, 2002,).

It is important to state that interactional justice focuses how proper agents of the organization treat those who are subject to their authority decision and actions (Obb et al 1995).

H3: Organizational justice is positively related to job satisfaction.

2.5 EMPLOYEE JOB SATISFACTION

(Spector; 1997) stated, “Employee Job Satisfaction is related to how people think, feel and perceive their jobs. (Chang; 1999) states that it is broadly used in the field of human resources expansion where it is believed that employee reports satisfaction with intrinsic and extrinsic aspects of job. The satisfying emotional situation resulting from appraisal of one’s job or job experience is Job Satisfaction (Locke; 1976). According to (Rainey; 1997), Job satisfaction is mostly studied variable in organizational study which is related that how people feel about their job and different aspects of their job. It is really extent to which people like or dislike their job (Spector; 1997).

H4: Job satisfaction has a negative relationship with turnover intention.

PROPOSED MODEL



3. RESEARCH METHODOLOGY

The current research is descriptive in its nature. The main objective of this kind of research is to illustrate the data and characteristics’ regarding what is being studied. The study of the existing certain happening is described as descriptive research. Descriptive researchers are those researches that describe the existing

situation instead of interpreting and making judgments (Creswell, 1994). This type of research provides information about the current scenario and focus on past or present for example quality of life in a community or customer attitudes towards any

3.1. SAMPLE/DATA

The current study utilizes the convenience sampling which is a non-probability sampling method in which those subjects are chosen because of their accessibility and closeness to the researcher. Convenience sampling is used normally for collecting a large number of completed surveys speedily and with economy.

We select these sample members from different organization in Bahawalpur, Pakistan. Two main clusters will target to collect the sample data like teachers and working professionals. The selection of teachers and working professionals are based on the previous results of the studies on job satisfaction.

3.2 INSTRUMENT AND MEASURES

The survey instrument of the current study address two major purposes: First purpose is to analyze the relationship of different variables in job satisfaction .And the second is to collect information about the different characteristics of the respondents that can be used to understand the variations in different categories.

The survey instrument contains two sections. Section 1 includes different personal and demographic variables. This section will obtain the respondent’s information about gender, age, income, education, status.

Section 2 includes the latent variables that are important in the current studies. These variables includes locus of control, organizational commitment, organizational justice, and turnover intention towards job satisfaction. This part of the study is developed based on the past literature and already used questionnaires.

The scales of the study were adopted from the previous literature and published studied. The first variable of the study, which is Locus of Control, has 17 items and these were taken from (Craig, A. R., Franklin, J. A., & Andrews, G. (1984). *British Journal of Medical Psychology*, 57, 173-180). Second variable is Organizational commitment, which is further subdivided into three components. **Affective Organizational Commitment** having four items. **Normative Commitment** having five items. **Continuance Commitment** having three items and these items are taken from (Meyer and Allen, 1991) .Third variable is Organizational Justice which is also further subdivided into three items which are **Distributive Justice** having four items. **Procedural Justice** having five items and these are taken from. **Interactional Justice** having nine items. Fourth variable is Job Satisfaction having three items which are taken from (Hackman and Oldham, 1975) and fifth variable is Turnover Intention having four items, which are taken from (Seashore *et al.*, 1982).

| No. | Variable | Items | References |
|-----|---------------------------|--|---|
| 1 | Locus of control | <ol style="list-style-type: none"> 1. I can anticipate difficulties and take action to avoid them 2. A great deal of what happens to me is probably just a matter of chance 3. Everyone knows that luck or chance determine one’s future 4. I can control my problem(s) only if I have outside support 5. When I make plans, I am almost certain that I can make them work 6. My problem(s) will dominate me all my life 7. My mistakes and problems are my responsibility to deal with 8. Becoming a success is a matter of hard work, luck has little or nothing to do with it. 9. My life is controlled by outside actions and events. 10. People are victims of circumstance beyond their control. 11. To continually manage my problems I need professional help 12. When I am under stress, the tightness in my muscles is due to things outside my control. 13. I believe a person can really be a master of his fate. 14. It is impossible to control my irregular and fast breathing when I am having difficulties. 15. I understand why my problem(s) varies so much form one occasion to the next. 16. I am confident of being able to deal successfully with future problems. 17. In my case maintaining control over my problem(s) is due mostly to luck | Craig, A. R., Franklin, J. A., & Andrews, G. (1984). |
| 2 | Organizational commitment | <p>Affective Organizational Commitment</p> <ol style="list-style-type: none"> 1. I do not feel like “part of the family” at the organization. 2. The organization has a great deal of personal meaning for me. 3. I do not feel “emotionally attached” to the organization. 4. I feel a strong sense of belonging to the organization. <p>Normative Commitment:</p> <ol style="list-style-type: none"> 1. I would feel guilty if I left this hospital now. 2. Even if it was to my advantage, I do not feel it would be right to leave this organization. 3. This organization I deserves my loyalty. 4. I would not leave this hospital right now because I have a sense of obligation to the people in it. 5. I owe a great deal to this organization. <p>Continuance Commitment:</p> <ol style="list-style-type: none"> 1. It would be very hard for me to leave this hospital right now, even if I wanted to. 2. There would be too many disruptions in my life if I decided I wanted to leave this hospital now. 3. I feel that I have too few options to consider leaving this hospital. | (Meyer and Allen, 1991): |
| 3 | Organizational Justice | <p>Distributive Justice:</p> <ol style="list-style-type: none"> 1. M work schedule is fair. 2. I think that my level of pay is fair. 3. I consider my workload fair. 4. Overall, the rewards I receive here are quite fair. 5. I feel that my job responsibilities are fair. <p>Procedural Justice:</p> <ol style="list-style-type: none"> 1. Job decisions are made by the manager in an unbiased manner. 2. My manager makes sure that all employee concerns are heard before job decisions are made. 3. To make job decisions my manager clarifies decisions and provides additional information when requested by the employee. 4. All job decisions are applied consistently across all affected. 5. Employees are allowed to challenge or appeal job decisions made by the manager. | |

| | | | |
|---|--------------------|---|---------------------------------|
| | | <p>Interactional Justice:</p> <ol style="list-style-type: none"> 1. When decisions are made about my job, the manager treats me with kindness and consideration. 2. When decisions are made about my job, the manager treats me with respect and dignity. 3. When decisions are made about my job, the manager is sensitive to my personal needs. 4. When decisions are made about my job, the manager deals with me in a truthful manner. 5. When decisions are made about my job, the manager shows concern for my rights as an employee. 6. Concerning decisions made about my job, the manager discusses the implications of the decisions with me. 7. The manager offers adequate justification for decisions made about my job. 8. When making decisions about my job, the manager offers explanations that make sense to me. 9. My manager explains very clearly any decision made about my job. | |
| 4 | Job Satisfaction | <ol style="list-style-type: none"> 1. You are satisfied with your job. 2. Your work environment is pleasant. 3. You are extremely glad that you chose this company to work for, over other organizations. | (Hackman and Oldham,1975) |
| 5 | Turnover Intention | <ol style="list-style-type: none"> 1. You are very likely to stay in this company for the next five years. 2. For you, it 3. For you this company is the best of all possible organizations to work for. 4. You will not give up this company easily. 5. You seldom hear about or are exposed to jobs outside your company that interest you. | (Seashore <i>et al.</i> , 1982) |

3.3 PROCEDURE

The questionnaire was distributed among 150 respondents in Bahawalpur. These respondents are selected based on the criteria above mentioned. Before giving the questionnaire, the purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses. A total of 150 questionnaires were selected and rest of the questionnaires was not included in the further analysis due to lack of responses. After collecting the completed questionnaires, these questionnaire were coded and entered into SPSS sheet for regression analysis.

3.4. RELIABILITY

Overall cronbach's alpha of Job Satisfaction questionnaire items were .This shows that all the 27 items were reliable and valid to measure the opinions of consumers towards Job Satisfaction.

TABLE 2: RELIABILITY OF MEASUREMENTS INSTRUMENT

| Scales | Items | Cronbach Alpha |
|---------------------------|-------|----------------|
| Locus of Control | 17 | 0.626 |
| Organizational Commitment | 12 | 0.792 |
| Organizational Justice | 19 | 0.879 |
| Job Satisfaction | 3 | 0.763 |
| Turnover Intention | 4 | 0.646 |

4. RESULTS AND ANALYSIS

4.1. PROFILE OF THE RESPONDENTS

Personal and demographic information such as gender, age, income, education level and status of the employees are presented in the following table.

| Variable | Category | Frequency | Percentage |
|-----------|----------------|-----------|------------|
| Gender | Male | 55 | 45.8 |
| | Female | 65 | 54.2 |
| Age | 15-20 Years | 14 | 11.7 |
| | 20-25 Years | 57 | 47.5 |
| | 25-30 Years | 22 | 18.3 |
| | 30-35 Years | 12 | 10.0 |
| | 35-40 Years | 3 | 2.5 |
| | Above 40 Years | 12 | 10.0 |
| Income | Below 15000 | 43 | 35.8 |
| | 15000-25000 | 31 | 25.8 |
| | 25000-35000 | 12 | 10.0 |
| | 35000-45000 | 8 | 6.7 |
| | 45000-55000 | 11 | 9.2 |
| | Above 55000 | 15 | 12.5 |
| Education | Matriculation | - | - |
| | Inter | 1 | .8 |
| | Bachelor | 31 | 25.8 |
| | Master | 70 | 58.3 |
| | MS/M.Phill | 17 | 14.2 |
| | PHD | 1 | .8 |
| Status | Student | 5 | 4.2 |
| | Employed | 114 | 95.0 |
| | Unemployed | - | - |
| | Businessman | 1 | .8 |
| | Housewife | - | - |

4.2. HYPOTHESIS TESTING

4.2.1. ORGANIZATIONAL JUSTICE, LOCUS OF CONTROL, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION

According to the outcome of the study, all of the three variables of Organizational Commitment, Locus of Control and Organizational Justice have a significant positive relationship with job satisfaction. Particularly, Organizational Justice has a significant positive relationship with job satisfaction with ($\beta=.559$) and ($p<0.000$). That means organizational justice contributes more than 55% to job satisfaction. In addition, Organizational Commitment also has a positive relationship with job satisfaction with ($\beta=0.209$) and ($p=0.003$). That means Organizational Commitment contribute more than 20% to job satisfaction. Locus of Control contribute more than 19% to job satisfaction with ($\beta=.191$) and ($p=.004$).

4.2.2. JOB SATISFACTION WITH TURNOVER INTENTION

Job satisfaction has a negative relationship with Turnover Intention with ($\beta=-.470$) and ($p=.000$). That means job satisfaction contributes more than 53% in reducing the Turnover Intention of the employees of the organization. The more satisfied are the employees with their jobs the less would be the Turnover Intention. The regression results of Job Satisfaction with Turnover Intention also shows a negative relationship with ($\beta=-.470$) and ($p=.000$).

4.3. REGRESSION RESULTS

| H | Model Variables | B | S.E | C.R | P | Results |
|----|--|-------|------|--------|------|---------------|
| H1 | Job Satisfaction ← Organizational Commitment | .209 | .067 | 3.069 | .003 | Supported |
| H2 | Job Satisfaction ← Locus of Control | .191 | .082 | 2.964 | .004 | Supported |
| H3 | Job Satisfaction ← Organizational Justice | .559 | .061 | 8.310 | .000 | Supported |
| H4 | Turnover Intention ← Job Satisfaction | -.470 | .093 | -5.779 | .000 | Not supported |

4.4. STRUCTURAL MODEL RESULTS



5. DISCUSSION

The idea of this study is to study the relationship between Job Satisfaction and Turnover Intention and to examine the impact of both on organizational success. This study examines the different factors of organization, which affects the Job Satisfaction. Qualitative research methodology was used in this group study. Self-administered questionnaire was used to collect data.

There is a high significant link between Organizational Commitment and Job Satisfaction previous studies has confirmed that (Meyer, 1993; Tett and Meyer, 1997; Dipboye et al, 1994). Based on the result of current study, the organizational commitment are important for the enhancing the favorable attitude of the employees towards the job satisfaction. If employees are more committed with their job, the level of job satisfaction is increased. Current study also finds a significant positive relationship between Job Satisfaction organization commitments. This study is consistent with the previous studies that high organization commitment the results in high job satisfaction. Every characteristic of organizational commitment relates a lot among job satisfaction which does not mean that an aspect of organizational commitment does not moderate the connection between Job Satisfaction and Turnover Intention. Normative commitment temperate the relationship between job satisfaction and turnover intention from the results we conclude. Even the sample size of our study is not much large, the effect became considerable. Similarly, the relationship between Job Satisfaction and Turnover Intention is high for low organization commitment as compare for high organization commitment. In addition, to explore the Performance Appraisal elements that relates to organizational justice is the idea of this research. The achievement of appraisal systems may well depend on rates, perception of fairness as supported by Jawahar (2007). Research on Performance Appraisal focuses on the link between employee satisfaction and perceived purpose.

From the result of the current study, we observe that there is an important connection between the three types of justice and satisfaction. Employee satisfaction is positive linked to procedural justice. We find well-built relationship between distributive justice and satisfaction. Regarding satisfaction we also find that it is positively linked to distributive justice. Previous studies shows that satisfaction with ratings is only related to distributive justice (Jawahar, 2007; Sweeney and McFarlin, 1993; Colquitt et al., 2001). It may be that an important part of the population of our sample reveals on that if the procedure used for Performance Appraisal is fair, the probability of a fairness will increase, utilization of the Performance Appraisal results in factors like compensation and promotion for organizational purpose. We find only positive relationship among interactional justice and satisfaction to a certain extent. We found a relationship between the procedural justice and satisfaction with feedback, confirming with previous research (Sweeney and McFarlin, 1993; Jawahar, 2007). We also find a positive relationship between distributive justice and satisfaction with response, which verify earlier findings. This signifies the importance of explaining the Performance Appraisal result and response as well as significance of individual in organizations.

Another antecedent of Job Satisfaction and Turnover Intention is LOC which measures an individual's hope for either the need for internal or external control of reinforcement as one aspect of personality (Rotter, 1996).As stated by" (Firth et al, 2004), "the extent to which people believe they or external factors, such as chance and powerful others, are in control of the actions that influence their lives. Previously LOC was conceptualized as one-dimensional as Internal or External but the scale was revised and Externals are further classified into two categories (Levenson, 1974). These categories were Powerful Others (PO) and chance (CLOC). Powerful other believes that the powerful people in the world control the others and the world is ordered. While chance externals believe that, the non-human factors control the events such as chance or fate and the world is unordered (Levenson, 1974).

In the current study, internal locus of control verifies to be an important indication to Job Satisfaction and Turnover Intention. Previous studies suggest that people with internal locus of control are able to effectively deal with problems, more cognitively able, motivated and prone to learning new things as compared to individuals having external locus of control (Howard, 1996). Thus, according to the results of the study internal locus of control is a major personality trait that influences the perception of Turnover Intention and Job Satisfaction of the employees. (Martin et al, 2005) stated that a number of studies have been conducted on types of LOC and its impact on such job aspect as stress, satisfaction, organizational justice and commitment. Employees with internal LOC reported high job satisfaction than with external LOC. Respondents reported higher levels of job satisfaction and job performance that had an internal LOC and recognized lesser

levels of job stress. Based on individual responses, the result indicates that low performance firms probably have more external LOC individuals than high performance firms. High performance firms have internal LOC. The mainly considered job-related antecedent of turnover has been job satisfaction. The job satisfaction is essential in explaining employee turnover (Bluedorn, 1982) and intention to quit (Griffeth et al, 2000)

There are two major issues concerning job satisfaction and turnover, first is that the impact of job satisfaction on employee turnover as turnover is particularly acute while experience is an essential requirement for successful performance and replacement is costly (Alas, 2008). There is deep-rooted negative link between job satisfaction and employee turnover. The second affect that is concerning is that the potential effect of occupational level on job satisfaction, turnover intention and the job satisfaction-turnover objective relationship. It represents that satisfaction may be the answer to problem of turnover. Other factors also include such as level of occupation, the condition of labor market, worker's age, financial tasks all add to turnover decisions. Herzberg (1996) and Clegg (1983) had found that job satisfaction is one of those variables having the strongly zero-order relationship to turnover.

6. LIMITATIONS AND FUTURE RESEARCH

This study has constraint that it cannot be widespread as it is based on the responses from a particular region. Relative study to know the differences in the assessment of job satisfaction of the employees working in different organizations in various geographical areas is in progress. In addition, the replication of this type of research in other countries would help establish the generalizability of these findings for employees and organizations.

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Sd/-

Co-ordinator

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