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Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intentions in Manufacturing Sector of Pakistan

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Abstract

The aim of the research study was to investigate the relationships between job satisfaction, organizational commitment and turnover intentions of employees working in the manufacturing sector in Peshawar, Pakistan. The data were collected from 178 employees working in the manufacturing sector in Peshawar, Pakistan, using a convenient sampling procedure. Descriptive statistic, correlation, and regression analysis were used in this study for the purposes to find out the relations between the variables. From the results, there was a positive correlation between job satisfaction and organizational commitment ($r= 0.64, P < 0.01$), while there was a negative significant correlation between job satisfaction and turnover intention ($r= -0.45, P < 0.01$). In addition, organizational commitment and turnover intention were found to be negatively correlated ($r= -0.47, P < 0.01$). The essential consequences of the research work is that, the supervisors or managers must take some creative steps to improve employee's job satisfaction, to expand organizational commitment, and reduces employee turnover intentions in their organizations.

Keywords: Organizational Loyalty, Job Satisfaction, Correlation, Likert-Scale, Production Zone.

Introduction

In the last few decades, employee satisfaction and wellbeing have become a significant issue for the management of the organization. It can be seen from this understanding that satisfied, loyal, well-trained and experienced employees are essential to long-term organizational success. The presence of loyal employees can demonstrate to be vital to achievement, as often a large number of employees turnover can lead to a range of problems, such as workload, organizational inefficiency, increased the cost of recruiting and training of new employees, and reduce their employee's productivity. In addition, it not only adversely affects employees, but also the large number of employee turnover in the organization affects its overall performance. In organizations, when

workers are dissatisfied, they tend to move elsewhere and seek satisfaction. Therefore, in order to achieve high performance and high productivity levels, organizations must receive the contributions and support of their employees. Job satisfaction, for an occasion, might support to upsurge employee motivation and commitment. A study conducted by Hay (2002) mentioned that the maximum number of employees choose their employment opportunities, learning, and development as for the main reason to stay in the organization, thereby enabling them to get job satisfaction. Another study conducted by Ali (2008) found that problems would arise if employee dissatisfaction was not considered. Dissatisfied employees will eventually leave the organization, and at a similar stage, the organization will lose the employee's experience and knowledge. Therefore, this study explores the concept of job satisfaction and the organizational commitment to employee's turnover intentions.

The idea of employee job satisfaction has been widely discussed in the literature because several researchers, managers, and experts believe that its trends can affect employee work productivity, employee retention, and employee turnover. Employees' job satisfaction is related to employee perception, thinking and perceived work (Spector, 1997). Job satisfaction is a pleasing emotional state that is ensured by assessing the work and work experience (Locke, 1976b). When employee satisfaction is high, employees will return more to the organization. Disappointment of the workforce has a negative impact on the effectiveness of the organization. Job satisfaction has a significant impact on employees and their organizations. Similarly, satisfied workers can be the strength of the organization.

In today's dynamic corporate environments, many organizations have made substantial sacrifices to ensure job satisfaction and organizational commitment among employees to ultimately determine to increase their productivity and sustain them throughout the organization. Organization commitment are widely recognized as beneficial to employees and their organizations because they enhance job safety, a sense of belonging, improved pay, career development, and greater internal compensations (Azeem and Akhtar, 2014). The significant compensations for the organization includes employee leasing, low training costs, higher job satisfaction, achieving of organizational goals, best products and services excellence, and minimal turnover intentions (Mowday et al., 2013). In addition, employees with a high level of organizational commitments may support others as parts of their organization (Sahoo et al., 2010). Therefore, all these rewards are ready for an admirable organizational commitment. As in the past, organizational commitment have distinguished that very loyal employee may leave the organization less. Organization commitment is the predictor of many consequences, such as intention and turnover to quit the organization (Ferris and Aranya, 1983), prevalence and their level of effort (Allen and Meyer, 1996).

According to Emami et al. (2012), explained that organizational commitment is an important subject of investigation and has implications for both theory and practice. Organizational commitment leads to important outcomes such as greater motivation, higher organization supports, higher organizational citizenship behavior, and reduced turnover (O'Reilly and Chatman, 1986). Those employees who have more commitment will contribute more to the organization, perform better, and may be less involved in destructive or ineffective behavior (Meyer et al., 2002). Therefore, organizations must use more energy to retain and satisfy their experienced and loyal employees. Because the various costs are linked through worker staffing, growth and retention. The separation of skilled workers not only undermines the value and efficiency provided by workers. However, finding suitable and safe alternatives will also increase organizational costs. As a result, managers must use a variety of methods to reduce employee turnover, which will help rescue officers ultimately

maintain their most experienced and dedicated employees. Through this admiration, employee satisfaction can play a positive and important role.

Problem Statement

In the last decade, employee welfare and satisfaction have become a major concern for management in organizations. This concern has been noticed from the realization that trained, experienced, satisfied, and committed employees can be vital for long-term organizational success. Retention of dedicated employees can prove to be a key to success because frequent employee turnover can lead to a number of problems, such as insufficient workforce, the costs of recruiting and training new employees, and organizational inefficiency and lack of productivity. All these increase the burden on management. Hence, keeping employees satisfied, motivated, committed, and long serving in their jobs has been identified as an important task for managers. It is believed that internal motivation, emotional association of belongingness to the organization, regard for the organization's goals, and a willing "team commitment" are instrumental in fostering the construct of "turnover intention." Therefore, despite these relationships, a relatively slight empirical study was conducted to investigate the association between organizational commitment, job satisfaction, and turnover, especially from the Pakistani context. Therefore, the research gap prompted investigators to carry out current research work. A good understanding of the proposed links not only addresses the gaps in the literature, but also strengthens the knowledge system from an academic perspective. In addition, from a practical perspective, existing research work may be more important in terms of human resources and strengthening the tactical capabilities of the organization.

Objective of the Study

The basic investigation question associated with this research work is to determine the relationship between the organizational commitment, job satisfaction, and employee turnover intention. The existing research work sets their three basic objectives by giving a response to the initial research question, first of all, the associations between job satisfaction and organizational commitment of employees is examined, secondly, the associations between job satisfaction and turnover intentions of employees is investigated, and thirdly, the associations between organizational commitment and employee turnover intentions is examined. It is anticipated that the outcomes of research will be important for effective management practices in industrial and organizational psychologists, business leaders, human resource practitioners, and the most recent surroundings.

Literature Review

Job Satisfaction

Job satisfaction has been interrelated that how individuals observe, reflect and feel about their work (Spector, 1997). Job satisfaction is broadly used in the field of human capitals, and they believe that the external and internal structures are necessary job satisfaction reports (Chang, 1999). Locke (1976a) defined job satisfaction as the pleasant or emotional pleasure of assessing a person's job and job experience. For management behavior researchers, job satisfaction is a very important issue because employees with high job satisfaction have a positive attitude toward their work. However, employees with low job satisfaction can have negative feelings about their work (AlBattat and Som, 2013). Job satisfaction or dissatisfaction is a function of a person's desire to be clearly related to a person's perceived involvement or contribution from a person's work.

Satisfaction is divided into three categories: overall, internal, and external (Weiss et al., 1967). Rose (2001) explained that if employees receive surface compensation other than the activity itself, they will feel satisfied. However, external satisfaction has been clearly defined as reverse cognition, for example, employee is externally satisfied if they receive financial compensation or other material compensation to amend their behavior. Job satisfaction has been initiated to significantly affect turnover, job performance, absenteeism, and physical discomfort (Spector, 1997; Chen et al., 2006). In the current business dynamics environment supervisors considered job satisfaction as an important concern because of their huge impact on workers' behavior. Therefore, this is an important area of investigation because job satisfaction is an initiator associated with higher job performance, work ethics, higher worker enthusiasm and less absenteeism, fatigue and turnover (Tharenou, 1993; Salehi and Gholtash, 2011).

Lee (1988) argues that job satisfaction is one of the more skilled turnover interpreters. Williams (1995) pointed out that workers compensation also affects their job satisfaction. However, in the past, many of the antecedents of job satisfaction have been reviewed, including incentives, management style and work environment, organizational arrangements and climate, and promotion opportunities (Testa, 1999). Brayfield and Rothe (1951) firstly proposed the concepts of job satisfaction. He mentioned in his study that job satisfaction was composed by what was felt in the job working environment and what satisfied the workers both physiologically and physically. Cribbin (1972) recommends a more general definition that job satisfaction is about the overall emotional state of the work environment, including workgroups, supervisors, organizations, family life, and the work itself. Moreover, from a psychological perspective, job satisfaction implies a complete assessment and emotional response from the worker to the work itself (Maierhofer et al., 2002). In addition, we define job satisfaction as the difference in satisfaction between actual and expected conditions.

In organizations, when workers dissatisfied, they tend to move and search for satisfaction somewhere else. Woodard (2003) mentioned that job satisfaction can be used to assess employee turnover. In addition, it has a major impact on organizational productivity, morbidity and performance. Job satisfaction has long been recognized as the main reason for workers' resignation (Barak et al., 2001). Many studies have explored significant adverse relationships between job satisfaction and the willingness to leave or leave the association (Mobley et al., 1978; Aryee et al., 1991; Chan and Morrison, 2000; Ghiselli et al., 2001). Therefore, previous research clarified the negative correlation between job satisfaction and turnover intention (Subich, 1995; Tooksoon, 2011).

Organizational Commitment

Organizational commitment is defined as the strength of an individual's recognition and participation in a particular organization, and can be categorized by a firm belief and acceptance of organizational principles, values and goals, and a willingness to do so on behalf of the organization, and a strong desire to maintain membership and continue to work for the organization (Mowday et al., 2013). According to John and Natalie (1997), described that organizational commitment as the degree of attachment to the organization and is categorized by the overall compensation between the employee and their organization. In addition, organizational commitment is a desire to stay and touch with the organization and is reflected in a willingness to take a higher level of effort to achieve organizational aims and goals (Rae, 2013). The term commitment includes dedication, attachment, attention to the organization, feelings of self-protection and support, and readiness which utilize energy taking place in the way of association. Commitment to motivate individuals' intentional

attachment to the organization and their desire to maintain and continue to join the organization for a long time.

Various types of commitment have been categorized, such as behavioural engagement, normative commitment, attitudinal commitment, and collective commitment. All-encompassing is an organizational commitment, but there are also a variety of commitment or commitment entities, namely occupational commitment, group commitment, and work involvement (Cohen, 2006). However, in research literature, the most common to traditional, as a three-component model of organizational commitment (Meyer and Allen, 1991) contains affective commitment, continuance commitment, and normative commitment. The most common type of commitment is an affective or emotional commitment, emphasizing that individuals continue to participate by accepting their principles and values and are actively willing to maintain relationships (Dey et al., 2014).

According to Diab and Ajlouni, (2015), organizational commitment have many aspects, such as accountability, loyalty, a desire to continue working, and devotion toward the organization. Numerous studies have shown that a high degree of organizational commitment improves job performance and productivity and reduced employee turnover and absenteeism (Culverson, 2002; Brown, 2003; Gautam et al., 2004; Erdem, 2007). A negative relationship was found in the research between the organizational commitment and the intention to quit the organization, and it was indicated that those employees who have no or low commitment to the organization cannot consider themselves as a part of the organization. Therefore, they are more likely to be late, absenteeism and resignation (Çimrin and Uyguc, 2004). Hence, in order to maintain employees and continue their work in the organization, managers should provide a pleasant and convenient working environment and support them.

Turnover Intention

The term turnover indicates leaving of jobs or replacements of workers around the job marketplace over many organizations, occupations, and between positions of employment and unemployment as stated by Abbasi and Hollman (2000). On the other hand, turnover intention is defined as the likelihood that employees are expected to withdraw from their organization (Cotton and Tuttle, 1986). From an organization point of view, both turnover intention and actual turnover are precarious. In addition, the replacement of capable workers may lead to greater obstacles and make the organization a viable advantage. Today, the main goal of the organization is to reduce employee turnover, as recruiting and training new employees every day is a serious problem for the human resource management. Turnover is the decision to involuntarily withdraw from the organization, which may affect the status of the organization and definitely affect the productivity of workers. In the current study, the researchers' aim was to emphasize the unintended throughput intentions, in simple word turnover intents of workforces.

A study directed by Muchinsky and Morrow (1980) refers to factors or determinants who leave or exit, namely personal factors, economic opportunity factors and work-related factors. Voluntary turnover has substantial cost, known as direct cost, such as, recruitment and selection, replacement, management time, and temporary staff, and also indirect costs such as, organizational memory, costs of learning, morale, pressure on dreaming worker, and merchandise facility worth and the damage of societal assets (Dess and Shaw, 2001). Moreover, when employees are satisfied with their work in the organization than the turnover ratio decreased and when the employees are not satisfied or not given the rights to them than the intention of turnover ratio increased in the organization. Reichheld and Teal (1996) describe that the turnover of skilled workers can be very frustrating and costly for

organizations. Lee and Bruvold (2003) indicated the speculation on operative improvement are associated by member intent may quit the association. Various studies have been carried out, and there are many interrelated effects on the intention to leave, such as satisfaction and assurance (De Gieter et al., 2011) ; deficiency of meaningful efforts and lack of opportunities for progress (Miller and Wheeler, 1992) ; lake of recognition and competitive compensation program (Abbasi and Hollman, 2000); non-productive performance assessment and development structure (Daileyl and Kirk, 1992) ; payment progress (Trevor et al., 1997).

Job Satisfaction and Organizational Commitment

Many studies have practiced various aspects of happiness to calculate operational characteristics such as structural assurance, performance, and provision (Dienhart and Gregoire, 1993). Previous research work have found a gradual connection between occupation satisfaction and organisational commitment (Futrell and Parasuraman, 1984; Mathieu and Zajac, 1990). Williams and Hazer (1986) also found a positive relationship between job satisfaction and organizational commitment. Therefore, the first hypothesis used in this study is to focus on the relationship between job satisfaction and organizational commitment.

H1: There is a significant positive relationship between job satisfaction and organizational commitment.

Job Satisfaction and Turnover Intention

Woodard (2003) stated that job satisfaction can be used to assess individual turnover. In addition, job satisfaction has a good impact on absenteeism, productivity, and organizational performance. Individuals are more satisfied with the diplomatic and progressive efforts, so the less likely employees are to withdraw from the organization (Pace, 2002). Through the research work of Moore (2000) it is mentioned that the lack of employment satisfaction in other factors can increase the chances of employees leaving their work and organization. previous research studies have found that job satisfaction is associated with improved employee motivation levels, progressive work values, job performance, and reduced the level of absenteeism, turnover, and exhaustion (Begley and Czajka, 1993; Tharenou, 1993). Past research studies have confirmed that job satisfaction is negatively correlated to turnover intentions (Brashear et al., 2003; Tooksoon, 2011). In the above discussion, it can be assumed that there is a strong negative correlation between job satisfaction and turnover intention. Therefore, in this study, another hypothesis has been proposed, such as:

H2: There is a negatively significant association between job satisfaction and employees turnover intentions.

Organizational Commitment and Turnover Intention

Mowday et al. (2013) describes organizational commitments, for example, long-lasting beliefs about the organization's principles, values, goals, and willingness, applies to strong resolves in organizations, and to a strong desire to maintain and continue membership of the organization. However, the direct link between organizational commitment and turnover intentions will continue to be demonstrated, and previous research works have determined that organizational commitments are inversely related to turnover intentions (Mossholder et al., 2005; Addae and Parboteeah, 2006; Jones et al., 2007). Therefore, in this study, the final hypothesis was proposed to illustrate:

H3: There is a negatively significant relationship between organizational commitment and employee's turnover intentions.

Overall, the literature has highlighted some key issues on employee turnover. First, there has been considerable evidence that job satisfaction is associated with organizational commitment. Second, studies have also shown significant association between job satisfaction and turnover intention. Third, studies have also shown significant association between organizational commitment and turnover intention. Based on these, the relationships between job satisfaction, organizational commitment, and turnover intention are constructed to form the research framework for the present study, as shown in Fig. 1.

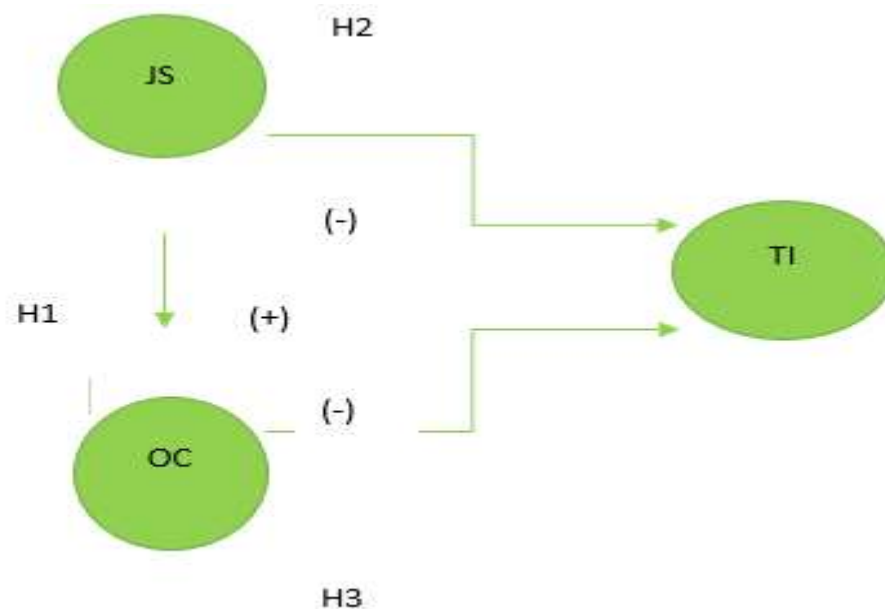


Figure 1 Conceptual Framework

Research Methods

For this research study data were collected from 178 employees working in the manufacturing sector in district Peshawar, Pakistan. Participants were requested to fill out a questionnaire on their personal turnover intentions, job satisfaction, and organizational commitment through a self-assessment investigation survey. Selection of sample size, current research study using a convenient sampling method. Participants were invited that provide data on their gender, age, overall work experience, and qualifications. Out of 178 participants, 80.4% were men, and the remaining 19.6% were female. This indicates that most of the employees in the manufacturing sector are male. About 59.8% of the participants reported that they were 44 years of age or younger, and 39.2% of the participants reported that they were 45 years of age or older. In education, 20.5% respondents have a master degree, 28.7% of the participants finished a bachelor's degree, 17.3% have a high school certificate, while the remaining 33.5% have a diploma or lower. In terms of work experience, only 22.6% worked in the current organization for more than 8 years, 36.4% had worked for at least 3 to 5 years, whereas 31.7% worked for 1 to 3 years, while the remaining 9.3% had less than one year of work experience.

Survey Instruments

Self-assessment written questionnaires were used to calculate organizational commitment, job satisfaction and employee turnover intentions. In the present research work, all questionnaires were measured using a 5-point Likert scale, ranging from 5= strongly agree to 1= strongly disagree. Therefore, the following measures were used to collect data from the participants.

Job Satisfaction

Eleven-item scale developed by Rahman et al. (2012) were used in order to measure the job satisfaction of the participants. The sample item of job satisfaction is "I satisfied with the working environments of the job." In the present study, the reliability value was 0.83 for job satisfaction. For job satisfaction, the mean score was obtained by calculating the value of eleven job satisfaction item and then dividing them by the total number of items.

Organizational Commitment

The six-item scale developed by Allen and Meyer (1990) were used to measure the organizational commitment of respondents. The Sample item of organizational commitment is "I strongly feel devoted to my organization." In the present study, the Cronbach alpha value was 0.87 for organizational commitment. For organizational commitment, the average score was obtained by calculating the value of six organizational commitment item and then dividing them by the total number of items.

Turnover Intentions

In the current study, a three-item scale proposed by Cammann et al. (1979) was used to measure the turnover intentions of respondents. A sample item of turnover intentions is "usually thought of departure." In the present study, the reliability value for turnover intention was 0.73. For turnover intentions, an average score was obtained by adding three turnover intention item values and then dividing them by the total number of items.

Data Collection Procedure and Analysis of Data

For data gathering, 220 employees working in manufacturing sector in district Peshawar, Pakistan, were selected as sample for the study. Use convenient sampling techniques to collect information. A Self-assessment written questionnaire and a brief description of the study and information about the procedure were provided to the participants to complete the questionnaire. Respondents spent an average of thirty minutes to complete the survey. Of the 220 questionnaires, 178 (80.9%) responses were returned. Using SPSS 16 version all the data were analyzed. Descriptive statistics, Regression, and Pearson correlation were used to analyze the relationships between variables. Missing data was not found in any of the selected questionnaire.

Reliability of Scale and Validity of Data

As described in Cooper et al. (2003), reliability replicates a set of conventional computational variables and concepts in a project. It explains the number of individual differences that are consistent or inconsistent (Malhotra, 2008). In order to test the reliability of scale, the most commonly used technique is Cronbach alpha (Cooper et al., 2003; Malhotra, 2008). In addition, Cronbach's alpha ranges from 0 to 1, but it is satisfactory that the value should be greater than 0.60 and is consider reliable (Cronbach, 1951; Malhotra, 2008). However, in this research study,

Cronbach's alpha score for job satisfaction was (0.83), organizational commitment (0.87), and turnover intention (0.73). Therefore, these three values are considered to be reliable for data collection.

According to Malhotra (2008), the validity indicates that the observed scale differences reflects the actual differences between the measured features of the object, rather than the extent of the systematic or random errors. In the present research study the authors only considered the validity of the criteria, which meant that standard variables were also collected, such as demographic characteristics, attitudinal and behavioural actions. The validity of the content and faces is not necessary because the authors use the popular investigative tools in this research study.

Results

Table 1 shows the mean and standard deviation of job satisfaction, organizational commitment, and turnover intention. Table 1 also shows the correlation between the study variables. The results showed that there was a significant correlation between the job satisfaction, organizational commitment, and turnover intention. From the results, there was a positive correlation between job satisfaction and organizational commitment ($r= 0.64, P < 0.01$), while there was a negative significant correlation between job satisfaction and turnover intention ($r= -0.45, P < 0.01$). In addition, organizational commitment and turnover intention were found to be negatively related with one another ($r= -0.47, P < 0.01$). Hence, the indicative results supports all three of our hypotheses, (i.e. accepting the alternate hypothesis and rejecting the null hypothesis).

Table 1: Means, Standard Deviations, Reliabilities & Correlations concerning Variables

Variables	Mean	Standard Deviations	Alpha	Correlations		
Job satisfaction	5.31	0.96	0.83	1		
Organizational commitment	3.42	1.15	0.87	0.64**	1	
Turnover intentions	2.61	1.33	0.73	-0.45**	-0.47**	1

** Significant at the 0.01 level; N= 178

The results in table 2 show that the combination of job satisfaction and turnover intentions only shows a 5% change, whereas the organizational commitment only provides a 4% change, under socio-demographic characteristics, such as age, gender, experience, and qualification. In addition, table 2 shows that a large part of the changes in organizational commitment, employee turnover intention, and job satisfaction are not explained. The existences of these unexplained differences indicates that there are other possible variables that explain changes in job satisfaction, organizational commitment, and turnover intention.

Table 2: Regression Analysis of Socio-Demographic Physiognomies with OC, JS, & TI

Covariates	Co-efficient (β)			S.E. (β)			t-statistic Value			R ² Value			F –statistic Value		
	JS	OC	TI	JS	OC	TI	JS	OC	TI	JS	OC	TI	JS	OC	TI
Age	0.02	-0.03	-0.03	0.03	0.02	0.03	0.24	-0.33	0.19	0.05	0.04	0.05	1.28	1.87	1.24
Gender	0.15	0.26	0.27	0.22	0.21	0.28	0.66	-1.2	0.87						
Experience	0.05	0.04	0.01	0.04	0.04	0.03	0.96	0.049	0.04						
Education	0.23	0.22	0.39	0.13	0.14	0.17	-1.9	-0.88	2.4*						

**Significant at the 0.01 level; * Significant at the 0.05 level; N= 178

The results in table 3 show that about 45% of the organizational commitment differences were described as job satisfaction. In addition, the value of ‘t’ has also been found to be significant. This shows that job satisfaction lead to a significant increase in organizational commitment. While much of the differences in organizational commitment are unexplained, so it has been argued that job satisfaction may be an important predictor in organizational commitment perceived by the participants.

Table 3: Regression Analysis between Job satisfaction & Organizational commitment

Predictor	Co-efficient (β)	S.E. (β)	t-statistic Value	R ² Value	F –statistic Value
Job satisfaction	0.71	0.07	12.45**	0.45	155.20**

** Significant at the 0.01 level; N= 178

The results in table 4 show that, accordingly, job satisfaction and organizational commitment describe approximately 23% and 26% variances in turnover intentions. Where all the ‘f’ and ‘t’ values were found to be important and significant. This shows that job satisfaction and organizational commitment lead to a significant decline in the intention of turnover. Although a certain percentage of variances in turnover intentions are unexplained, it has been suggested that job satisfaction and organizational commitment may be an important predictors in interpreting respondents perceived turnover intentions.

Table 4: Regression Analysis between Job satisfaction & Organizational commitment with turnover intentions

Predictor	Co-efficient (β)	S.E. (β)	t-statistic Value	R ² Value	F –statistic Value
Job satisfaction	-0.63	0.08	-6.86**	0.23	47.45**
Organizational commitment	-0.65	0.08	-7.81**	0.26	56.85**

** Significant at the 0.01 level; N= 178

Discussion

The aim of the research study was to investigate the relationships between job satisfaction, organizational commitment, and turnover intentions of employees working in the manufacturing sector in district Peshawar, Pakistan. The first objective of the current research work was to find out the association between job satisfaction and organizational commitment. Results of this research study ($r = 0.64$, $P < 0.01$) explained that there was a positive relations between job satisfaction and organizational commitment, supporting the first hypothesis. As a results, highly satisfied employees tend to have higher organizational commitment to the organization. Same findings were also found in the previous research works (LaLopa, 1997; Brown, 2003). The current findings support the assumption that higher job satisfaction may be an important aspects of worker organizations commitment to grow.

The second determination of the current research work was to examine the association between the job satisfaction and turnover intentions. Results of this research study ($r = -0.45$, $P < 0.01$) explained that there was a negative relationship between job satisfaction and turnover intentions. The same negative relationship was also found in the previous research works (Waters et al., 1976; Hom et al., 1979). Therefore, it shows that a very satisfied and motivated employee has a lower propensity to leave their current work and organization. This preliminary consideration is based on the assumptions that higher job satisfaction may be an important indicator to reduce employee turnover intention.

The third and final determination of the current research study was to investigate the relationship between organizational commitment and employees turnover intentions. The results of this research study showed that there was a negative correlation between organizational commitment and employee turnover intention ($r = -0.47$, $P < 0.01$). As a results, highly dedicated employees are less willing to leave their present jobs and organizations. This negative relationship was also found in the previous research works (Hom et al., 1979; Mowday et al., 1979; Mueller et al., 1994). Moreover, the results of this paper also support the hypothesis that higher organizational commitment may be an important indicator of decreased employee turnover intention.

Implications for Management

The essential consequences of the research work is that, the managers must take some creative steps to improve employee's job satisfaction, to expand organizational commitment, and reduces employee turnover intentions in their organizations. To make sure a maintainable competitive advantages, organizations must demand more loyal employees and more dedication to their colleagues and organization. For the same purpose, the organization must maintain its experienced and proficient employees. As a result of calculating the level of employee's job satisfaction,

supervisors can anticipate future turnover intentions and determine the attitudes of employees to their organization. It shows that more satisfied employees tend to have a higher commitment to their organization and finally ensure better employee attachment for their organization, which in turn can lead to better employee performance and avoid accidental employee turnover. To this end, in order to keep employees in the organization, to encourage HR practitioners for more effective planning. It also help to decrease employee's turnover in the organization by understanding employee's perceptions of the nature of the work. Human resource practitioners should be aware of the possible aspects of employee's intent to leave the organization. Current research relevant to business leaders and practitioners, as this conclusions may help them to identify highly satisfied employees who can drive organizational goals.

Limitations and Future Direction

The current research study has limitations. By using the convenient sampling method, was the first fundamental limitation in the current research work may limit the generalization of the results. According to Rahman et al. (2012), random sampling techniques may be a good alternative to generalizing the results. Another limitation of this research work is the sample size (N= 178). For further research work, to explore the associations between the organizational commitment, job satisfaction, and employee turnover intention, a larger sample size is required. The existence of a common process or method difference in a measurements may lead to an expansion associations between the dependent variables and independent variables. Rahim et al. (2006) pointed out that one method to overcome this complication is to splitting the measures of the variables by time. Lastly, present research work utilized a self-assessment procedure to calculate the employee's turnover intentions, job satisfaction, and organizational commitment of the participants. In order to obtain reliable results, a three sixty evaluations can be used, in which senior experts, supervisors, managers, and colleague evaluate respondents to the relevant items described by Rahman et al. (2012).

For future research work, following research works must endeavour by exploring associations between the turnover intentions, organizational commitment, and employee's job satisfactions in the various sector to increase the probability of generalization. Future research studies should attempt to obtain larger sample size, by using a different multiplicity of sample size. Future research studies should attempt to use structural equation model rather than using the validity of the measurement because structural equation model produces more reliable results than the validity of the measurement. Future research studies should use this situation to investigate the association between turnover intentions and organizational commitment, or turnover intentions and employees job satisfaction, mediating other elements, which can produce more exciting conclusion.

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