

## INFLUENCE OF JOB SATISFACTION AND ORGANISATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION IN THE CHEMICAL INDUSTRY IN SOUTH AFRICA

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**How to cite:** Masindi, T., Onojaefe D.P., Tengeh R., & Ukpere W.I. (2023). "Influence of Job Satisfaction and Organisational Commitment on Employee Turnover Intention in the Chemical Industry in South Africa". *Annals of Spiru Haret University. Economic Series*, 23(4), 77-92, doi: <https://doi.org/10.26458/2342>

**Abstract:** *The study aimed to assess the extent to which work satisfaction and organisational commitment influence employee turnover, both individually and concurrently. The assessment was conducted quantitatively through the utilisation of an online survey methodology to gather data from a sample of 249 respondents who were randomly chosen from the organisation operating in the specialty chemical business. The study discovered a detrimental*

*absence of connection between employees and supervisors, which contributes to a climate of job unhappiness among the participants. Compared to other characteristics that have an influence, a lack of strong dedication to the organisation (known as affective commitment) resulted in an increased inclination to resign from the company. The study's findings suggest that an increase in job satisfaction and organisational commitment would lead to a decrease in turnover intention. The supervisor's influence and emotional dedication to the organisation are recognised as being more substantial than other aspects. Consequently, research has shown that contentment with a colleague, manager, and client (in descending order) has a beneficial impact on affective commitment. Consequently, heightened levels of work satisfaction and organisational commitment will result in a reduction in turnover intention. The study shows that employees' overall happiness with their supervisors, colleagues, and customers is associated with a decrease in their intention to leave the company, indicating a higher likelihood of retention.*

**Keywords:** *Job satisfaction, Organisational commitment, Human resource and Turnover intention, Chemical industry, South Africa.*

**JEL Classification:** J24, J28, L25,L51, M12, M54, O15, F23

## 1. Introduction

Employee turnover is prevalent in the speciality chemical business due to insufficient job satisfaction and organisational commitment. This phenomenon incurs significant expenses in recruitment and disrupts operational and management operations. Phillips & Connell, 2003: p 1; Wafula, Ondari & Lumumba, (2017, p 30) argued that human resource managers may need to develop and implement a retention strategy that takes into account the impact of job satisfaction and organisational commitment on turnover intention. Such retention strategy if successfully implemented could become crucial for effectively managing employee turnover and promoting employee retention According to Tett and Meyer (1993: 262); Belete (2018: 1) in their examination of noted that job satisfaction and organisational commitment would have an impact on turnover intention. But the extent of such impact is unspecified as they may depend on timing, and context. In this study, a survey of sales representatives in Company X, a speciality chemicals company was conducted to understand the pattern of and the extent to which commitment may have an impact on turnover intention. "Company X" was used to ensure anonymity clause is observed. The current

workforce of this company consists of 426 individuals, with 95 on temporary contracts and 331 in permanent positions. Out of the total workforce of 426 individuals, 259 were specifically sales employees who were directly engaged in selling chemicals for Company X, in the year 201. The sales department comprises 61% of the total employment of this organisation. The participants in this study are individuals employed in sales positions.

## 2. Literature review

### 2.1. Turnover and turnover intention

Ahmad, Shahid, Huma & Haider, (2012: 126) stated that when employee decided to resign thus terminate employment relationship can be understood as voluntary or involuntary. In a separate study, Dess and Shaw, (2001: 446); Seung-Ho, (2019: 8). Yücel (2012, p. 45) defines turnover intention as the employee's inclination or attitude that influences their intention to quit the organisation. Measuring respondent turnover is challenging since it pertains to future events. We can only assess current turnover intention and cannot directly measure future turnover. Additionally, once employees have actually left the organisation, they are no longer available to be surveyed. Resignation intentions predominantly shape turnover decisions. An optimal indicator of turnover is to assess a variable that consistently and directly precedes voluntary employee turnover. A reliable indicator of an individual's behaviour is their level of intention to engage in that behaviour. Both theoretical and empirical evidence suggest that the intention to remain or depart from an organisation can be used to predict turnover (Issa, Ahmad & Gelaidan, 2013, p. 526).

The turnover and turnover intention of employees have been a subject of significant interest among scholars and professionals in fields such as organisational behaviour, psychology, HR management, and economics for more than ten years (Koh & Goh, 1995, p. 103). Employee turnover can have both positive and negative effects on a company. On the positive side, it can remove underperforming employees, bring in fresh ideas, and create new opportunities within the company. However, it can also result in the loss of valuable skilled and experienced employees, lower levels of customer service, reduced company profits, and expenses related to training and relocating new employees. The expenses linked to staff turnover might be significant. The aforementioned factors encompass expenses related to training, recruitment, disruption of workflow and efficiency, as well as negative impact on corporate morale and reputation (Heydarian & Abhar, 2011, p. 31). Suzanna, Graham, Scott, and Mary (2019, p. 109) assert that turnover intention can serve as a

measure of the efficacy of human resource development programmes in promoting organisational and leadership effectiveness. Employee turnover has been linked to discontentment with many facets of the job (Ramaseshan, 1997, p. 193).

## 2.2. Job satisfaction

Herzberg (as stated in Grobler, Wörnich, Carrel, Elbert & Hartfield, 2006: p. 219) defines job satisfaction as the emotional or affective reaction to a job setting that is not directly observable but may be deduced. Job satisfaction can be categorised into two-factor theory, which includes hygiene and motivational theory. Hygiene considerations encompass external elements of a job, including business policy, administration, supervision, relationships with colleagues, working environment, and remuneration. The job inherently includes motivator variables like as growth, progress, the work itself, recognition, and achievement. Job discontent is caused by extrinsic variables, while job happiness is caused by intrinsic elements (Talat, Saif, Muhammad, Ungku, and Ungku, 2016, p. 653). Job satisfaction among employees is determined by evaluating the degree to which the outcome aligns with or surpasses their expectations. This evaluation is based on comparisons with the performance and rewards of their colleagues, as well as the presence of justice in the workplace (Chatzoglou, Vraimaki, Komsiou, Polychrou & Diamantidis, 2011: p. 131).

## 2.3. Turnover intention and job satisfaction variables

### 2.3.1 Pay

Compensation and remuneration play a crucial role in determining job happiness. Money has a crucial role in enabling employees to meet their fundamental demands and is highly significant in fulfilling higher-level needs. Generous compensation or remuneration demonstrates the significance that businesses attribute to their personnel and boosts their sense of self-esteem. A survey of 2,000 managers revealed a favourable correlation between salary levels and job satisfaction (Aydogdu & Asikgil, 2011, p. 44).

### 2.3.2 The actual work

Studies have shown that when workers are given challenging or interesting assignments, they experience a greater sense of accomplishment at work. They will likely feel content, which will reduce the likelihood that they will decide to leave their current position. One's dedication to their employer, on the other hand, is positively correlated with their job satisfaction (Dziuba, Ingaldi, & Zhuravskaya, 2020; Mbah et al., 2012, p. 286).

### **2.3.3 Director**

An employee's dedication rises or falls with their level of contentment with their superior. In the eyes of their subordinates, managers personify the company itself, and as such, they are not seen as separate from the company itself. Employees' perceptions of the company's commitment to them and their confidence in their supervisors' ability to look out for their best interests are strongly influenced by their immediate supervisors. Thus, happiness with managers has a beneficial effect on employees' dedication to the company. It has been found that having an external factor like supervision can be demoralising and cause dissatisfaction (Chughatai & Zafar, 2006, p. 44).

### **2.3.4. Possibilities for Advancement**

Opportunities for advancement and advancement within an organisation are referred to as "promotion prospects." Concerns about advancement opportunities may lead to dissatisfaction in the workplace. According to the most prominent study on the subject (Muliawan et al., 2009, p. 123), there is a negative correlation between levels of promotional irritation and opinions of the company.

### **2.3.5. Colleagues or other employees**

Coworker interaction is a key factor in maintaining workplace satisfaction. Multiple studies have shown that having supportive coworkers can greatly improve one's mood at work. In this area, happiness is measured by how well coworkers get along with one another. When employees have positive relationships with their coworkers, they are more invested in their occupations and less likely to look for other opportunities (Rast & Tourani, 2012, p. 94; Sunaida & See, 2019, p. 110).

### **2.3.6. Happiness at Work**

Employees' subjective and emotional response to their work environment is hard to measure directly but can be inferred. Examining the two-factor theory, they are categorised as "hygiene" and motivation (Carrel, Elbert & Hartfield, 2006: 19). (1) Hygiene factors are things like company policies as well as the relationship with colleagues and (2) Motivators talks about promotions that comes with additional responsibilities. Dissatisfaction on the job can be caused by external factors, whereas happiness in one's work might be caused by internal factors. Therefore, it is important to distinguish between a lack of job satisfaction and job dissatisfaction. How well an outcome meets or exceeds employees' expectations is a good indicator of how satisfied they are with their jobs. The fairness of the workplace and the

performance and compensation of coworkers are taken into account (Chatzoglou, Vraimaki, Komsiou, Polychrou, & Diamantidis, 2011, p. 131) in this evaluation.

Various disciplines, including business, education, and industry, have conducted substantial studies on the topic of employee happiness on the job. How well an employee's expectations match the actual outcomes at work is a major factor in job satisfaction. Therefore, the nature of the job and the employee's own expectations for what the job should offer determine whether the employment is rewarding or dissatisfying (Gui, Barriball, & While, 2008, p. 470).

Employee dedication to a company is influenced by factors such as their level of pleasure in their jobs. Employees' emotional reactions to their employer set organisational commitment apart from a simple appreciation for one's work. Employees' positive feelings about their jobs are what we mean when we talk about job satisfaction. The relationship between these two factors is very robust. This shows that an employee's general attitude towards the company may be positive, but that they may be unsatisfied with their role inside the company. Lack of job satisfaction is linked to a lack of organisational dedication and increased intents to leave the company (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002: 159), making it an important consideration.

### **2.3.7 Organisational dedication**

Commitment is important for both employee wellness and performance (Malik, Nawab, Naeem, & Danish, 2010: 18). An employee can be involved in and identification with an organisation while not fully committed (Muliawan et al. 2009)." There must continuous satisfaction to ensure total commitment. In the instance that an employee is fully committed, such commitment should be rewarded in line with policy and reward programme (Mowday et al. 1979: 226). Having a strong conviction in and acceptance of the organization's objectives and principles, being willing to make a considerable effort on behalf of the organisation, and having a strong tendency to uphold membership in the organisation are the three linked factors that constitute organisational loyalty.

Negative outcomes, such as increased tardiness, poor performance, absenteeism, intention to leave, and staff turnover, result from an organization's lack of commitment. Organisational efficacy and efficiency suffer as a result of all of the above (Güteryüz et al., 2008: 1627).

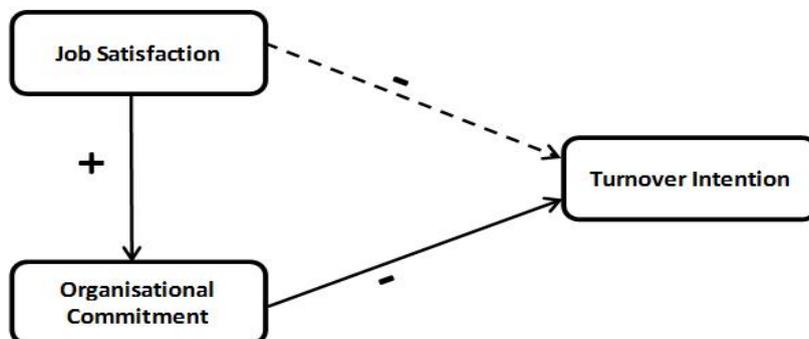
The literature analysis shows that there are serious consequences for businesses when employees aren't committed to their work. Multiple studies have discovered an inverse relationship between employee turnover, employee intention to leave, and organisational commitment. Research also shows that employees with a strong

emotional commitment to the company work harder and produce better results than those with a weaker emotional attachment (Akroyd et al., 2009: 114).

**2.4 Resignation, lack of dedication to the company, and other outcomes of unhappiness in the workplace**

Job dissatisfaction occur as a results of employee not having reward consistent with performance and policy (Brashear, White & Chelariu, 2012: 181.) Also, employee can be dissatisfied due to low productivity and poor performance due mainly to extraneous circumstance. Low levels of commitment within a company lead to high rates of employee turnover, absences, disengagement, poor output, dwindling consumer confidence, and a lack of loyalty. Employees that are devoted to their work take on more responsibility, demonstrate more self-control, and stay with the company for longer (Kargar, 2012: 5017). An the rising instances of workers churn does not present a good image for both employee and the organisation (Mbah & Ikemefuna, 2012: 277.) Turnover is a significant drain on an organization's resources due to the time and money spent replacing departing employees. The costs associated with replacing an employee include advertising for and interviewing candidates in the open job market, making a final selection from the pool of qualified applicants, orienting the new hire, and training them formally and informally until they reach the same or higher level of proficiency as their predecessor. A company's bottom line may take a hit if turnover isn't managed well.

**Theoretical Research Framework**



**Figure 1: Diagrammatic representation of expected results**

According to the literature review, figure 1 displays the anticipated outcomes of this study. Figure 1 indicates that there is an anticipated negative relationship between satisfaction, commitment and turnover intention. Nevertheless, the relationship between satisfaction and turnover intention was seen to have dotted line compared to relationship commitment and turnover intention.

### **3. Research Method**

A brief overview of the research methodology employed is provided below. The quantitative strategy and survey design used for data gathering and analysis influence the scope, which in turn is dependent on the features of the research, the purpose, and the study population. Quantitative information was gathered using a Five-Point Likert Scale questionnaire from a representative sample of the population. There are five possible responses on the Likert scale questionnaire, from one (strongly disagree) to five (strongly agree).

Participants received an email with a link to the survey. With 249 sales staff members, we expected a response rate of 60%, and we got 150. The survey was made with the help of the Thesis Tools online.

Justification for using an online survey is that 1) delays in processing individual surveys were avoided.

- 2) The online survey could be modified easily and collected data quickly.
- 3) Convenience for the people who want to take part.
- 4) It helps you save money.

#### **3.1 How quickly we are getting responses.**

Emails with the link and instructions to complete the survey within three months were sent to 249 sales employees. The response rate was extremely low, requiring an extension of almost one month and 24 days. Since a higher response rate means a more accurate depiction, the deadline was extended. A total of 118 surveys were completed after the deadline, for a response rate of 47.4%, well below the targeted 60%. There is a low response rate for self-administered online surveys (Eiselen and Uys, 2005.) SPSS was used to analyse the completed surveys.

#### **3.2 Analysing the Data**

Analyses of correlation and regression were used to summarise the data. A statistical method for measuring the strength of a linear relationship between two or more variables, as described by Kumar et al. (2011, page 854). There is a range of 0.91 to 1.00 for the Pearson correlation coefficient in this study. Strong link between the variables as indicated by this correlation. Strong correlation is indicated

by a number between 0.71 and 0.90, whereas moderate correlation is indicated by a value between 0.40 and 0.70. A result between 0.21 and 0.40 shows a moderate but clear connection, whereas a value between 0.0 and 0.20 indicates a very weak one.

#### 4. Results and analysis of data

Descriptive statistics, including means and standard deviations, were used to evaluate levels of job satisfaction, organisational commitment, and intention to leave. Both job fulfilment and dedication to the company were rated on a 5-point Likert scale, with 1 representing strongly disagreeing and 5 representing strongly agreeing.

**Table 1: Mean and standard deviation for job satisfaction**

| Variables                        | N          | Range    | Minimum  | Maximum  | Mean        | Std Error    | Std. Deviation | Variance    |
|----------------------------------|------------|----------|----------|----------|-------------|--------------|----------------|-------------|
| Job Satisfaction: Pay            | 118        | 4        | 1        | 5        | 3.47        | 0.104        | 1.124          | 1.264       |
| Job Satisfaction: Fellow Workers | 118        | 4        | 1        | 5        | 4.01        | 0.079        | 0.863          | 0.746       |
| Job Satisfaction: Supervisor     | 117        | 4        | 1        | 5        | 3.46        | 0.094        | 1.021          | 1.042       |
| Job Satisfaction: Customer       | 118        | 4        | 1        | 5        | 3.59        | 0.079        | 0.853          | 0.727       |
| <b>Job Satisfaction</b>          | <b>118</b> | <b>2</b> | <b>2</b> | <b>5</b> | <b>3.64</b> | <b>0.044</b> | <b>0.481</b>   | <b>0.21</b> |

According to the results, the level of job satisfaction was found to be 3.64 (SD=0.481), which is above the neutral range but below the strongly agreed range. The respondents were most satisfied with fellow workers and least satisfied with supervision. Table 1 indicate that while most sales employees are satisfied with their job, a few are not satisfied as indicated by a standard deviation of 0.481. Satisfaction with pay and supervisor shows the highest standard deviation (SD >1).

**Table 2: Mean and standard deviation for organisational commitment**

| Variables                        | N          | Range    | Minimum  | Maximum  | Mean        | Std Error    | Std. Deviation | Variance     |
|----------------------------------|------------|----------|----------|----------|-------------|--------------|----------------|--------------|
| Affective Commitment             | 118        | 4        | 1        | 5        | 3.23        | 0.076        | 0.827          | 0.683        |
| Normative Commitment             | 118        | 4        | 1        | 5        | 3.03        | 0.076        | 0.822          | 0.675        |
| Continuance Commitment           | 118        | 4        | 1        | 5        | 3.28        | 0.073        | 0.792          | 0.628        |
| <b>Organisational Commitment</b> | <b>118</b> | <b>3</b> | <b>1</b> | <b>5</b> | <b>3.18</b> | <b>0.063</b> | <b>0.689</b>   | <b>0.475</b> |

The level of organisational commitment was found to be 3.18 (SD=0.689), which is slightly above the neutral range but below the strongly agreed range. Respondents were mostly satisfied with continuance commitment and least satisfied with normative commitment. The variation in sales employees’ responses on organisational commitment, as indicated by a standard deviation of 0.689 is large and suggests that some sales employees are strongly committed to the organisation, while other sales employees are showing no commitment to the organisation. Affective and normative commitment have the highest standard deviation (SD >0.8).

**Table 3: Mean and standard deviation for turnover intention**

| Variables          | N   | Range | Minimum | Maximum | Mean | Std Error | Std. Deviation | Variance |
|--------------------|-----|-------|---------|---------|------|-----------|----------------|----------|
| Turnover Intention | 118 | 4     | 1       | 5       | 2.49 | 0.109     | 1.181          | 1.395    |

A 5-point Likert scale with responses ranging from (1) no chance to (5) very high was used to measure the levels of turnover intention. The result indicates that the level of turnover intention is 2.49 (SD=1.181), which is below the neutral range, indicating that the sales employees have no intention to leave the organisation. However, a standard deviation of > 1 demonstrates that there is no consensus amongst sales employees regarding turnover intention, while other employees show no intention to leave the organisation; a substantial portion of employees intend to leave the organisation.

**Table 4: Correlation results amongst research variables**

| Variables                    | Job Satisfaction | Organisational Commitment | Turnover Intention |
|------------------------------|------------------|---------------------------|--------------------|
| 1. Job Satisfaction          | 1                | .455**                    | -.520**            |
| 2. Organisational Commitment | .455**           | 1                         | -.670**            |
| 3. Turnover Intention        | -.520**          | -.670**                   | 1                  |

*Notes: for the table, n = 118. \*\* Correlation is significant at 0.01 level (2-tailed)*

A Pearson correlation analysis was used to check for a statistically significant partnership between the study's variables. A positive value for the correlation

coefficient indicates a strong relationship, whereas a negative value indicates the opposite. The correlation is regarded to be significant only if it holds at the 0.01 and 0.05 levels. A negative correlation was found between job satisfaction and intention to leave the company, whereas a positive correlation was found between job satisfaction and organisational commitment.

A regression analysis was carried out to delve deeper into the dynamics of employee satisfaction at work and its effect on loyalty to the company. Job satisfaction is shown to explain 62% of the variance in organisational commitment, 31.40% of the variance in turnover intention, and 48.1% of the variance in turnover intention, respectively (using an R-squared value of 0.62, 0.314, and 0.481, respectively). Workers' contentment with their coworkers, supervisors, and customers positively influenced their affective commitment (a subset of organisational commitment), whereas their normative and persistence commitment remained untouched. Among the factors that make up job satisfaction, only being happy with one's boss was found to have a statistically significant negative effect on the risk of quitting one's employment. While the normative and continuity dimensions of organisational commitment had no effect on turnover intentions, the emotive dimension did. Pay satisfaction had a negative effect on all three categories of organisational commitment (emotional, persistent, and normative), but the results of the regression analysis were inconclusive. It's advantageous if workers are content with their pay. This means that the salary satisfaction findings will be disregarded.

**Diagrammatic representation of regression analysis results**



**Figure 2: Summary of Regression Analysis**

The summary findings of the regression analysis are shown in Figure 2, which illustrates the negative association between work satisfaction and intention to leave. Furthermore, employee happiness, supervisor satisfaction, and customer satisfaction all have a positive and statistically significant effect on organisational commitment. Affective commitment mediates the relationship between these dimensions of job satisfaction and intentions to look elsewhere for employment. Affective commitment is more important than supervisor satisfaction in predicting whether or not an employee would quit.

**Table 4.15: Regression analysis between components of organisational commitment and turnover intention**

| Model Summary     |          |                   |                            |  |  |
|-------------------|----------|-------------------|----------------------------|--|--|
| R                 | R Square | Adjusted R Square | Std. Error of the Estimate |  |  |
| .693 <sup>a</sup> | 0.481    | 0.467             | 0.862                      |  |  |

| ANOVA      |                |     |             |        |                   |
|------------|----------------|-----|-------------|--------|-------------------|
| Model      | Sum of Squares | df  | Mean Square | F      | Sig.              |
| Regression | 78.519         | 3   | 26.173      | 35.206 | .000 <sup>b</sup> |
| Residual   | 84.749         | 114 | 0.743       |        |                   |
| Total      | 163.268        | 117 |             |        |                   |

*Dependent Variable is Turnover Intention*

*Predictors: Affective, Continuance and Normative Commitment*

| Model                  | Coefficients                |            |                           |        |       |
|------------------------|-----------------------------|------------|---------------------------|--------|-------|
|                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|                        | B                           | Std. Error | Beta                      |        |       |
| (Constant)             | 6.054                       | 0.384      |                           | 15.752 | 0.000 |
| Affective Commitment   | -0.737                      | 0.152      | -0.516                    | -4.862 | 0.000 |
| Normative Commitment   | -0.194                      | 0.152      | -0.135                    | -1.281 | 0.203 |
| Continuance Commitment | -0.181                      | 0.117      | -0.121                    | -1.543 | 0.126 |

*Dependent Variable is Turnover Intention*

The R-squared value was 0.481 as shown in Table 4.15. The results show that the components of commitment account for 48.1% of the variance in turnover

intent. The remaining 51.9% of variability can be attributed to elements beyond the scope of the model's analysis. The regression model does not fit the data well, as shown by the F-ratio of 35.206 with p-value of 0.05. This indicates that the three commitment dimensions (Affective, Normative, and Continuance) are related in a major way. This leads us to conclude that H<sub>0</sub> is false. Turnover intent was negatively affected by affective commitment (B-value = -0.737, t-value = -4.862, p 0.05). Turnover intention was negatively impacted by normative commitment and continuance commitment, but these effects were not statistically significant (B-value for normative commitment = -0.194, t-value of normative commitment = -1.281, p-value >0.05; B-value for continuance commitment = -0.181, t-value for continuance commitment = -1.543, p-value >0.05).

#### 4. Conclusion and annotation

This text discusses the intentions of employees to leave a chemical corporation in Cape Town, the research that examines the impact of workers satisfaction and commitment to organisation. The study outlines the utilisation of quantitative research techniques and survey design to administer the five-point likert scale questionnaire that were administered to selected respondents. The paper's conclusion states that there are statistically significant negative disparities between emotional commitment and supervisor influence, as well as other studied variables like organisation commitment, in terms of their effectiveness. While the majority of respondents expressed satisfaction with their employment in general, but they emphasised that their degree of happiness at work depended on aspects such as the competence of their supervisor, their remuneration, and their working circumstances.

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