Information Management and Business Review (ISSN 2220-3796)
Vol. 15, No. 2, pp. 14-18, June 2023

Job Satisfaction and Turnover Intention among Employees in Educity, Johor

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Abstract: Turnover among employees is a major issue that significantly has an impact on human resource management and organizational success. One of the key aspects of turnover is the loss of valuable knowledge and technical skills, which is particularly prominent in sports organizations. Thus, this study explored the relationship between job satisfaction and turnover intention in Educity, Johor. The research employed a quantitative design and involved distributing a questionnaire containing 40 items that assessed job satisfaction and turnover intention to 40 employees in Educity, Johor. The findings revealed a clear and negative association between job satisfaction and turnover intention. In other words, employees who are satisfied with their job are less likely to leave the organization. Consequently, the results of this study can be utilized to enhance employee well-being, guide future research, and inform human resource planning and development. It is recommended that policies be improved based on these findings, and further surveys should be conducted with a new sample.

Keywords: *Job Satisfaction, Turnover Intention, Sports Organization, Educity, Employees.*

1. Introduction

Employees are a valuable asset to the organization in carrying out its activities. The organization must keep its finest employees, so they do not leave or move to work for another company. The fact is that there are still a significant number of employees that choose to quit and work for another organization. Turnover puts the organization in danger of losing potential employees, particularly turnover caused by the employee's desire (voluntary turnover) (Safwan et al., 2023). Employee turnover from an organization is a critical occurrence for an organization's long-term viability. If turnover is significant, the organization will hire to fill or replace people who leave (Ahmad et al., 2022). Job satisfaction is a subject of extensive research and holds significant importance. For organizations to be successful, they must continuously ensure employee satisfaction. Ali and Anwar (2021) defined job satisfaction as the emotional state and overall sentiment of individuals toward their current employment. It is widely acknowledged that contented employees tend to exhibit enhanced effectiveness and productivity within their organizations. According to Aburumman et al. (2020), focusing on job satisfaction enables organizations to foster positive outcomes, such as employee contentment, while reducing employee turnover. Employee turnover represents a substantial challenge for human resource management practices and organizational achievements. Particularly within sports organizations, high turnover rates can have a considerable effect on profitability.

Productivity and quality due to the loss of valuable technical skills and knowledge (Scholtz et al., 2019). The turnover rate of any business directly affects operating costs, including expenses associated with training new employees, and ultimately impacts the organization's overall profitability. Past studies have identified various factors that influence job satisfaction and lead employees to leave their organizations, with low salaries being one of them. According to Azlan (2021), dissatisfaction with salaries was reported as the primary reason for attrition by 57% of employers. Limited opportunities for career advancement (41%) and more attractive benefits offered by other companies (32%) were also significant factors. As the turnover of mid-career professionals continues to increase, organizations face difficulties in attracting suitable talent within their budgetary limitations. This proved that the turnover among employees can be influenced by their level of satisfaction with their current job. Previous research highlights the significance of organizations having a comprehensive understanding of job satisfaction and employee turnover intentions. By prioritizing these aspects, organizations can ensure the smooth functioning of their management systems and enhance the likelihood of achieving organizational goals. Maintaining high levels of job satisfaction and minimizing

employee turnover intentions become crucial in this regard. Thus, this study aims to examine the relationship between job satisfaction and turnover intention among employees in Educity, Johor.

2. Literature Review

According to Ali and Anwar (2021), job satisfaction can be described as an individual's attitude towards their current job, reflecting their level of contentment or discontentment. It is influenced by several factors, including satisfaction with promotion opportunities, relationships with colleagues, salary, and equal employment opportunities. Bulińska-Stangrecka and Bagieńska (2021) defined job satisfaction as a positive emotional state that arises when one's expectations are met and one 0derive value from their current employment position. Other than that, according to Asegid (2014) cited in Ramadhani (2014), employee job satisfaction refers to the feeling of contentment, pleasure, and pride that one derives from one's work. It is not the pay or perks that keep people at their jobs; it is the benefit they get from their work. Employee job satisfaction can be defined as how workers feel about their jobs. One of the many positive outcomes that can result from satisfied workers is a more amicable relationship between the business and its staff.

Ramadhani (2014) defined turnover as the opposite of retention, representing the percentage of employees who leave a business for various reasons. It encompasses the movement of individuals from one job to another within the labor market, including transitions between jobs, careers, or even between unemployment and employment. Employee turnover poses a significant challenge for many companies, as it leads to increased costs, particularly in minimum-wage jobs (Ahmad et al., 2022). Saeed et al. (2014) highlight that turnover rates in an organization are influenced by multiple factors, which can originate from both employees and employers. According to Asrar-ul-Haq et al. (2019), these considerations might include things like wages, benefits, and overall compensation, as well as an analysis of the job. According to Mobley (2011), cited in Dewi and Nurhayati (2021), the effects of the current turnover rate will be felt by the company and its employees alike. Workload, recruitment costs, training expenses, decreased work quality, imprudence, and increased stress among employees are some ways a high turnover rate can negatively impact an organization.

Pinglim et al. (2017) discovered an interesting correlation between job satisfaction and turnover intention, revealing that higher levels of job satisfaction among employees are associated with a decreased desire to leave their current positions. This finding aligns with what Skelton et al. (2019) mentioned which identified promotion, the job itself, and supervision (excluding coworkers) as key factors that negatively impact turnover intention. In other words, when employees experience satisfaction in these areas, they are less likely to consider leaving their jobs. The research by Mahdi et al. (2019) further supports these findings by emphasizing the significant negative effect of job satisfaction on turnover intentions. Similarly, Noviantoro et al. (2018) and Turgut et al. (2017) have also corroborated the negative relationship between job satisfaction and turnover intention. Overall, these studies collectively demonstrate that high levels of job satisfaction are linked to a reduced likelihood of employees seeking alternative employment opportunities.

3. Methodology

A correlational design was used in measuring the relationship between job satisfaction and turnover intention. In this study, 40 employees in Educity Johor participated in answering the questionnaire. The job satisfaction survey was adapted from Spector (1994) consisting of 36 items, and 4 items from the Michigan Organizational Assessment Questionnaire by Lawler et al. (1975) were used. All items in the questionnaire were based on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Before an actual study was conducted, a pilot study was done to ensure the questionnaire used was reliable. A total of 30 samples were used to represent the respondents. Table 1 shows the result of the Cronbach alpha value for Job Satisfaction and Turnover Intention.

Table 1: Cronbach Alpha Values for Job Satisfaction and Turnover Intention

Construct	Number of Items	Cronbach Alpha
Job Satisfaction	36	0.934
Turnover Intention	4	0.946

4. Results and Discussion

Through Pearson's analysis, a relationship between job satisfaction and turnover intention among Educity employees was examined. The analysis revealed a significant and negative correlation between job satisfaction and turnover intention ($r = -0.744$, $p < 0.05$). This finding suggests that when employees experience higher levels of job satisfaction, their intention to leave the organization diminishes. In other words, a positive and fulfilling work environment may contribute to reduced turnover intentions among employees.

Table 2: Relationship between Job Satisfaction and Turnover Intention

		Turnover Intention
Job Satisfaction	Pearson Correlation	-.744**
	Sig. (2-tailed)	.000
	N	40

The research conducted on Educity employees revealed a significant and negative relationship between job satisfaction and turnover intention. This finding aligns with a previous study conducted by Mawardi (2022) among lecturers in Indonesia, which also demonstrated a significant correlation between job satisfaction and turnover intention. These results indicate that employees at Educity generally experience higher levels of job satisfaction, leading to a reduced likelihood of considering leaving their current positions. However, it's important to acknowledge that contrasting viewpoints may exist. When employees feel content and satisfied with their work, they tend to exhibit stronger dedication, loyalty, and connection to the company, which diminishes their desire to explore other job prospects. This notion is supported by Ahakwa et al. (2021), who emphasize that dedicated workers often exhibit loyalty towards organizations that provide a safe and happy working environment.

When an employee's job satisfaction is met and they feel content with their work, it can be inferred that they are less likely to leave the organization. Conversely, if an employee's job satisfaction remains low, their intention to leave the organization is more likely to increase. These findings align with previous studies conducted by Thakre and Shroff (2016) and Kalidass and Bahron (2015), which also found a negative relationship between organizational commitment and turnover intention. To address this issue, organizations should strive to reduce this disparity by focusing on increasing employee satisfaction and decreasing turnover. Wu and Chi (2020) further emphasized that satisfied employees tend to perceive other job opportunities as less appealing, resulting in reduced motivation to actively seek alternative employment.

5. Conclusion and Recommendations

In conclusion, a significant and moderate negative relationship exists between job satisfaction and turnover intention among Educity employees. This study has provided valuable insights into the significant connection between job satisfaction and turnover intention among employees. The results unequivocally demonstrate that job satisfaction plays a pivotal role in shaping employees' inclination to leave an organization. When employees experience high levels of job satisfaction, their likelihood of considering resignation decreases. Consequently, organizations must prioritize initiatives to improve job satisfaction to mitigate turnover rates. By comprehending the factors contributing to job satisfaction, organizations can formulate effective strategies and policies that cultivate a positive work environment conducive to satisfaction and retention. Hence, this study recommends future studies using interview sessions to determine employees' job satisfaction in expanding the study's findings. It can give highly beneficial results as the researcher can

interpret the emotion and feelings of respondents. As a result, this research closed a research gap in the literature review regarding job satisfaction and intention to leave an organization.

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