

JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION: A COMPARISON OF PRODUCTION AND SERVICE PROVIDER SECTORS

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Abstract

The study's goal is to shed light on what makes a difference in workers' happiness on the job, loyalty to their company, and likelihood of quitting in both manufacturing and service. A total of 152 participants from a variety of relevant organizations participated in the study. What we refer to when we talk about "job satisfaction" is how a person acts and feels when they are at work. Staff members that are devoted to their employer exhibit extreme dedication and passion for their jobs. A person's turnover intention indicates their propensity to leave their current position and seek alternative employment. A high incidence of employee turnover can have an adverse impact on productivity, morale, and profitability. The focus of this study is on how job satisfaction, organizational commitment, and intentions to leave a company are related in the manufacturing and service sectors. The major objective is to look at the nexus between job satisfaction, organizational loyalty, and the likelihood of quitting. A verified survey will be used to assess factors including job contentment, loyalty to the company, and future plans to quit. To investigate the connections between these factors, we will do statistical analysis like correlations and regressions on the collected data. The study also plans to evaluate production and service worker happiness, organizational commitment, and desire to leave. Organizations may boost employee engagement, retention, and motivation by better comprehending these connections. The results of this study can inform human resource management, employee retention policies, and initiatives to boost workers' happiness on the job and loyalty to their employer. Reducing staff turnover can

help boost morale, commitment, and retention efforts. Production, service provider, staff retention, human resource management, work happiness, and organizational commitment are all appropriate concepts to examine in this paper.

Paper Identification



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Introduction

Job satisfaction, organizational commitment, and intention to leave are critical to employee behaviour and retention inside organizations. Understanding this relationship is helpful for researchers and practitioners alike. The study's goal is to compare and contrast production and service provider organizations in terms of job satisfaction, organizational commitment, and turnover intentions. "Job satisfaction" refers to an employee's overall attitude toward and evaluation of their work. Factors such as office environment, salary, promotion opportunities, and personal security are included. Several studies have found that people who are satisfied with their jobs are healthier, more devoted, and more productive.. Job-contented workers are less inclined to consider leaving their current position and more dedicated to staying there. On the other side, an employee's devotion to their organization reveals how they feel about their work. Employee commitment includes believing in the organization's mission and values, working hard for the company, and wanting to stay with the company. There is evidence that linking high levels of organizational commitment with positive outcomes like higher work satisfaction, performance, and decreased intent to leave. The term "turnover intention" is used to describe a worker's propensity or willingness to leave their current position and look for work elsewhere. High employee turnover rates are a serious problem for businesses because they cause unnecessary expenses, the loss of valuable skills and knowledge, and problems with workflow and morale. For effective retention tactics and a consistent workforce, knowledge of the factors that influence employees' decisions to leave is crucial. In the context of the corporate world as a whole, the production sector and the service provider sector are two separate entities. Manufacturing and

production are at the heart of the production sector, whereas service provision is the core of the service provider sector. The factors that contribute to job satisfaction, organizational commitment, and turnover intent may vary among industries due to differences in job features, work environments, and employees' expectations. The purpose of this research is to compare different industries in order to detect any sector-specific variations in work contentment, organizational loyalty, and intention to leave. It will help us understand the specific difficulties and dynamics of each industry, which in turn will inform tactics to boost employee satisfaction, commitment, and retention. Organizations in the manufacturing and service provisioning industries will benefit greatly from the study's conclusions. Organizations can increase employee satisfaction, foster organizational commitment, and reduce turnover rates by first identifying the factors impacting job satisfaction, organizational commitment, and turnover intention in each industry.

Review of Literature

Job satisfaction, organizational commitment, and turnover intention have been extensively studied in the field of organizational behavior and human resource management. Understanding the relationship between these factors is crucial for organizations aiming to enhance employee well-being, engagement, and retention. This literature review provides an overview of key studies that have examined job satisfaction, organizational commitment, and turnover intention, with a particular focus on the production and service provider sectors.

The concept of job satisfaction is multifaceted since it takes into account many different aspects of an employee's time spent working. Research has demonstrated time and time again that job satisfaction is positively connected with employee motivation, performance, and organizational commitment (Judge et al., 2001; Wang et al., 2017). These findings have been consistent across multiple studies. Studies have identified particular elements that influence job satisfaction within the production sector, such as the work environment, compensation, and possibilities for growth and development (Han et al., 2015; Kim et al., 2018). These aspects include work environment, salary, and opportunities for growth and development. According to research conducted by Hartline et al. (2000) and Homburg et al. (2005), levels of job satisfaction in the service provider industry are correlated with aspects such as engagement with customers, job autonomy, and recognition. The emotional affiliation, identification, and loyalty that an employee feels toward their employer is what is meant by the term "organizational commitment." Meyer et al. (2002) and Ricketta (2002) are only two of the many research that have shed light on the beneficial association that exists between organizational commitment and job satisfaction. According to Meyer et al. (2002) and Allen et al. (2003), employees who are extremely dedicated to their organization have

a tendency to have better levels of job satisfaction, and they are also more likely to continue with the organization. It has been discovered that characteristics such as perceived organizational support, leadership quality, and organizational culture influence organizational commitment in the production sector (Mowday et al., 1982; Kim et al., 2017). These findings were established in two separate studies. Studies have found that factors such as perceived supervisor support, colleague relationships, and job features are predictors of organizational commitment in the service provider sector (Rhoades et al., 2001; Liao et al., 2008). These findings are similar to those that were found in the manufacturing sector. An employee's propensity to look for new employment is reflected in their turnover intention, which is an important outcome variable that must be measured. High turnover intention can have negative impacts on organizations, including greater recruiting and training expenses, loss of expertise, and impaired team cohesion (Mobley et al., 1979; Tett et al., 2006). These effects were found in studies conducted by Mobley et al. and Tett et al. According to studies conducted in the past (Mathieu et al., 1990; Holtom et al., 2008), work satisfaction and organizational commitment are major indicators of an employee's intention to leave their current place of employment. research have highlighted the importance that job features, job insecurity, and work-life balance play in predicting turnover intention in the production sector (Chen et al., 2009; Wu et al., 2012). These research were conducted in the United States. According to Grandey et al. (2004) and Lee et al. (2008), the service provider industry has a number of elements that have been identified as predictors of turnover intention. These factors include emotional labor, client abuse, and occupational stress.

Research objectives

- To find out the Relationship between the Job satisfaction and organizational commitment
- Find out what makes a difference in employee happiness, loyalty, and intention to leave across industries.

Research Methodology

- This study uses a quantitative research approach to investigate the connection between job happiness, organizational commitment, and intention to leave an employer in the manufacturing and service industries. The following activities make up the steps that make up the research methodology:
- **Sample Selection:** A total of 152 people from diverse manufacturing and service sector businesses are chosen to take part in the study. In order to maintain objectivity, a random sampling method is used to select the participants.

- **Data Collection:**An employee satisfaction survey, an organizational commitment survey, and a turnover intention survey are all made available to participants. Job happiness, organizational loyalty, and the likelihood of a person leaving their current position are all measured by Likert-scale questions in the survey.
- **Data Analysis:**In order to conduct an analysis of the data and look for patterns in the connections that exist between the variables of interest, statistical methods are utilized. The canonical correlation method is utilized in order to examine the strong and positive connections that exist between work satisfaction, organizational commitment, and the intention to leave a company. A regression analysis is carried out in order to ascertain the degree to which work satisfaction and organizational commitment are capable of predicting future intentions to leave an organization.”

Result and Discussion

Table 1 Demographic Profile of the Participants

| Demographic Characteristics | | Frequency | Percentage |
|-----------------------------|------------------|-----------|------------|
| Gender | Women | 78 | 51.3% |
| | Men | 74 | 48.7% |
| Age Distribution | 20-30 | 45 | 29.6% |
| | 31-50 | 83 | 54.6% |
| | 51 and older | 24 | 15.8% |
| Marital Status | Married | 101 | 66.4% |
| | Single | 51 | 33.6% |
| Job Position | Blue-collar | 7 | 4.6% |
| | White-collar | 33 | 21.7% |
| | Specialist | 46 | 30.3% |
| | Chief | 31 | 20.4% |
| | Manager | 35 | 22.9% |
| Education Level | Primary School | 2 | 1.3% |
| | High School | 14 | 9.2% |
| | University | 80 | 52.6% |
| | Master's Degree | 45 | 29.6% |
| | Doctorate Degree | 11 | 7.2% |
| Sector | Production | 112 | 73.7% |

| | | | |
|--|------------------|----|-------|
| | Service Provider | 40 | 26.3% |
|--|------------------|----|-------|

A breakdown of the study's participants by gender, age range, marital status, occupation, degree of education, and industry is shown in the table. There were 78 females (51.3% of the total) and 74 males (48.7% of the total) in the sample. Of the whole sample, 29.6% (45 people) were in their twenties, 54.6% (83 people) were in their thirties, and 15.8% (24 people) were in their forties or fifties. Of the total sample, 66.4% (101 people) were married and 33.6% (51 people) were single. Participants were a cross-section of the workforce. Blue collar workers made up 4.6% (7 people), white collar workers made up 21.7% (33 people), experts made up 30.3% (46 people), chiefs made up 20.4% (31 people), and managers made up 22.9% (35 people). Only 1.3% (2 people) had completed elementary school, 9.2% (14 people) had completed high school, 52.6% (80 people) had completed college, 29.6% (45 people) had completed graduate school, and 7.2% (11 people) had completed medical school. The sample included people from both the public and private sectors. The manufacturing sector accounted for 73.7% (112) of the total, while the service sector accounted for 26.3% (40).

Table 2 Relationship Between Job satisfaction and organizational Commitment

| Predictors | Affective Commitment | | |
|---------------------------|----------------------|-------|-------|
| | β | t | p |
| Internal Job Satisfaction | 0.621 | 9.299 | 0.000 |
| External Job Satisfaction | 0.245 | 3.670 | 0.000 |
| R^2 | 0.683 | | |
| Adjusted R^2 | 0.679 | | |
| F value | 192.809 | | |

What Affects Employees' Decisions to Stay or Leave an Organization 49 Both internal and external job satisfaction are positively and significantly related to emotional commitment, as shown in Table 2 ($\beta = 0.621$, $t = 9.299$, $p = 0.000$ 0.05 and $\beta = 0.245$, $t = 3.670$, $p = 0.000$ 0.05, respectively). The coefficient of determination (R^2) is 0.683, which means that the independent variables fully account for 68.3% of the total variance.

Table 3 Regression Analysis of Job satisfaction

| Predictors | Continuance Commitment | | |
|-------------------------------|------------------------|-------|-------|
| | β | t | p |
| Internal Job Satisfaction | 0.779 | 9.628 | 0.000 |
| External Job Satisfaction | 0.698 | 8.786 | 0.000 |
| R² | 0.535 | | |
| Adjusted R² | 0.530 | | |
| F value | 103.115 | | |

Table 3 demonstrates that there is a positive correlation between internal job satisfaction and a person's commitment to remaining with their current employer ($\beta = 0.779$, $t = 9.628$; $p = 0.000$ 0.05), and that there is also a positive correlation between external job satisfaction and a person's commitment to remaining with their current employer ($\beta = 0.698$, $t = 8.786$; $p = 0.000$ 0.05). We can confidently assert that the independent variables significantly explain for 53.5% of the total variance given that the R² for these variables is 0.535.

Table 4 Analysis of commitment and Job satisfaction

| Predictors | Normative Commitment | | |
|-------------------------------|----------------------|-------|-------|
| | β | t | p |
| Internal Job Satisfaction | 0.521 | 5.955 | 0.000 |
| External Job Satisfaction | 0.187 | 2.134 | 0.034 |
| R² | 0.457 | | |
| Adjusted R² | 0.451 | | |
| F value | 75.319 | | |

It can be seen in Table 4 that there is a significant and positive relationship between normative commitment and internal job satisfaction ($\beta = 0.521$, $t = 5.955$, and $p = 0.000$ 0.05), and that there is also a significant and positive relationship between normative commitment and external job satisfaction ($\beta = 0.187$, $t = 2.134$, and $p = 0.034$ 0.05). The value of R² is 0.457, which indicates that the independent variables can meaningfully explain 45.7% of the variation in the data.

Findings

Job satisfaction was found to have a significant positive correlation with company loyalty in a regression analysis. Regression analysis found a positive and statistically significant association between affective commitment and both internal and external dimensions of job satisfaction. This shows that job satisfaction and emotional organizational commitment are directly related; when factors that boost job satisfaction improve, so do measures of both. The parallels and contrasts

between job satisfaction, organizational commitment, and intention to leave are intriguing when compared in An Empirical Study of the Relationship Among Them.

Affective commitment is more strongly related to internal job satisfaction than external job satisfaction, as confirmed by regression analysis, which also confirmed a positive relationship between job satisfaction and perseverance organizational commitment. Both subjective and objective measures of job satisfaction were shown to be positively and significantly related to duration of service in a regression analysis. There is a one-to-one relationship between work satisfaction and employee retention, with the former dependent on the latter. Perseverance commitment is associated with internal job contentment to a far greater extent than emotional commitment is associated with exterior job fulfillment. The results of the regression analysis confirmed the hypothesis that a high level of normative organizational commitment is associated with work satisfaction. Normative commitment was found to have a positive and statistically significant relationship with both internal and external measures of job satisfaction in the regression analysis. Normative commitment and internal job satisfaction have a considerably larger correlation than normative commitment and outward work happiness. Internal factors such as use of skills, job variety, experience, performing things for others, and a strong belief about being a member of the organization is the right or moral thing to do are more powerful in generating a commitment than external factors like pay, promotion, supervision, or working condition. According to the research on the topic, job satisfaction is an attitude that grows out of one's time spent working. While both job happiness and dedication to one's employer share some commonalities, they are nonetheless distinct notions. Commitment is a general term that describes how an individual feels about their company's ideals and objectives. Some research has found that employees who are committed to their workplace are happier overall, whereas other research has found no correlation between the two (Bateman & Stasser, 1984). That was discovered by Williams and Hazer in 1986. Job satisfaction was found to have a negative relationship with persistent commitment, a good relationship with emotional and normative commitment, and no relationship at all with commitment to one's work by Clugston (2000).

Conclusion

Several important conclusions have resulted from studies on job satisfaction, organizational commitment, and intention to leave within the context of the production and service provider sectors. To begin, it is not debatable that an employee's conduct and outlook on the job are significantly impacted by their level of job satisfaction. Those who love their jobs are more invested in their work, more enthusiastic about their jobs, and more loyal to their employers. As a

result, if workers are content in their existing positions, they are less likely to consider leaving their employers. Second, dedication to one's company has been found to play a significant role in discouraging future resignations. Staff members who feel deeply about their workplaces are more inclined to stick with the company through tough times and new chances. Belief in the organization's principles and pursuit of its mission are essential components of the commitment that employees feel to their employer. There have been some very fruitful comparisons made between the manufacturing and service-providing industries. Turnover plans are common in both public and private sectors, however the specific variables driving these plans may differ. Job satisfaction and organizational loyalty can be affected by factors such as job qualities, work environment, and industry-specific difficulties in diverse ways across these fields. In order to create effective strategies for retaining employees, businesses must have a firm grasp of the unique dynamics at play in each industry. As a result of the findings, it is clear that job satisfaction and organizational commitment have a significant role in lowering turnover intent in the manufacturing and service-providing industries. It highlights the importance for businesses to put an emphasis on employee satisfaction and create a favorable work environment to increase loyalty and reduce turnover. Organizations can improve their chances of long-term success and staff retention by catering to employees' needs and stimulating their interest in their work by addressing the factors that affect job satisfaction and organizational commitment.

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