

Job Satisfaction and Turnover Intention Based on Sales Person Standpoint

Dua'a Abdul Rahim Mohammad Issa, Fais Ahmad and Hamid Mahmood Gelaidan

School of Business Management, College of Business,
University Utara Malaysia, Sintok 06010, Kedah, Malaysia

Abstract: The purpose of this research is to examine the relationship between job satisfaction and turnover intention among sales representative workers, as well to identify which the dominant dimension of job satisfaction has greater effect on turnover intention. The research was distributed to 200 randomly selected respondents among the sale person. The multiple regressions were utilized to test the hypothesis, as well correlation and descriptive analysis. The findings showed that there was a significant negative relationship between the five dimensions of job satisfaction and turnover intention. The result highlighted that pay satisfaction was the dominant dimension of job satisfaction in term of effecting turnover intention. Further finding showed that, gender, experience and education level have significant differences, while age and salary have not significant differences with turnover intention.

Key words: Job satisfaction % Turnover intention

INTRODUCTION

Nowadays, several expert argue the importance of human resource issues and product/service markets and systemic changes in firms' labor have elevated practices recently. Technical innovations in practices have been concentrated by previous researchers, particularly concern on the impact of training, selection, rewards, motivation, and appraisal on individual-level outcomes of job satisfaction or turnover. Consequently, organizational success and employee productivity are significantly affected by employee turnover. The intention of quit is probably the most important and immediate antecedent of turnover decisions. In order to avoid or reduce the number of intention to leave among the employee, the organization must know the main reason of the employee being intent to leave. However, job satisfaction can consider as one of the main important factor that determinants the absenteeism and turnover intention [1, 2]. In enriching that view, [3] stated that the beginning stage in the process of turnover is job satisfaction. However, job satisfaction has been widely discussed by various expert as well as context, but even thought, it still play an important role because it defined as the attitude of a person towards his or her job. As discussed in the

earlier century, by [4] described job satisfaction as the contentment of a person towards the job and its working environment indicating a positive response and attitude towards work. Moreover, [5] defines job satisfaction as a pleasurable emotional feeling that one acquires from the appraisal of job experiences. Recently, job satisfaction defined as the level of one's positive feelings about the job so that he or she can feel good about performing the work [6]

In practice point of views, Jordanian pharmaceutical companies are as the other organization in the world regardless their nature of business; job satisfaction is playing an important role on the employee outcome. Moreover, the pharmaceutical industry occupies a crucial importance in Jordan; it is the second industry in terms of export which supply the kingdom's economy, moreover its' important role in achieving security of medical of the citizen. Furthermore, the sales representative are the assets for these pharmaceutical retailing stores, they play important role in the marketing process, so the productivity of those sales representative will directly affects the productivity of these stores. The challenge of pharmaceutical retailing stores are suffering from turnover in sales representative employees, which affect the productivity of these stores, also cost the company

Corresponding Author: Hamid Mahmood Gelaidan, School of Business Management,
College of Business, University Utara Malaysia, Sintok 06010, Kedah, Malaysia.
Tel: +6049286676. E-mail: hamid.mahmood@uum.edu.my.

money, effort and time [7]. It has been recorded as above mention, job satisfaction is the main factor [8]. Due to the importance of the job satisfaction on employee's outcome, this study carry on and respond to the urgent call by pervious research as well as the practitioner challenge. Therefore, once the main definitions are being understood by managers, the challenge is then of a method and directions of analyzing the level of satisfaction for their employees. Furthermore, this study can help the organization to recognize the effect of job satisfaction on employee outcome, particular this turnover intention.

Turnover Intention: The organizations successful rely on few factors such as turnover intention and job satisfaction. Turnover intention is the intent to voluntary leave the organization, which that can affect the organization status and that thoughtful of feeling will definitely effect the employee productivity. However, sequel to low levels of customer satisfaction, high levels of turnover among the employee. Thus, that can be as poor working conditions, low compensation, poor worker morale, job attitudes, inadequate benefits and inadequate recruitment [9]. Voluntary turnover has significant cost, considering direct cost (management time, replacement, temporary staff, recruitment and selection) and also indirect costs (cost of learning, organizational memory, pressure on remaining staff, morale and product/service quality,) and the loss of social capital [10]. Nevertheless, different people have different way of leaving the organizations. For example, a worker with a happy disposition should be less likely to want to leave his or her job. In condition, the organization know the factor that lead the employee to leave, it probably can assist the organization to minimize the rate by conduction some way of solving for example can make sure that, the employees are in in good level of satisfaction. Moreover, employee with culture of turnover intention is less productive and always thinks that the turnover is the appropriate way to do. This sort of culture can be spread it among the employees from their coworker, because majority of the time, they keeping complain and expressing that they are not feeling satisfy. The decisions of being turnover, is mostly influenced by intention of quit. The turnover decisions are mostly influenced by intention of quit. In line with that, theory of planned behavior has been confirmed that behavioral intention is a predictor of actual behavior. Therefore, turnover intention is used instead of actual turnover [11]. In addition, researchers have found intent to stay or leave as the strongest predictor of actual

turnover [2, 12]. Many organizations are deeply concerned about employee turnover outcomes, yet few studies have examined the impact of contextual turnover on turnover [13]. The nature of contextual turnover suggests one very basic link between contextual turnover and turnover. Turnover is described as the culmination of series of withdrawal behaviors. In contrast, contextual turnover is a form of discretionary behavior that demonstrates an employee's willingness to participate in the organization and interact with other members. Although other factors certainly influence turnover, lower levels of turnover seem likely to be associated with higher levels of participation and higher levels of turnover seem likely to be associated with lower levels of participation. Therefore, having high satisfy will smoothly reduce the turnover intention among the employees.

Job Satisfaction: Continuously, satisfactions still play an important role and control the employee's behavior. Thus, the research still investigated on how way, job satisfaction can help the organization challenges. According to Zeffane, Ibrahim [14] inidcade that job satisfaction is the core concern in research and theory of organizational behavior. Due to its importance, it encourage many researchers and they have been done greet amount of studies [15]. With looking back, by 1990, more than 12000 studies have been done and have been published in various sources with maintain the continually increasing at a very fast rate [15]. Even though, but still need for further ivsitagtion particlsuary with related to the employees behavoure such as the torover intention. These finidng assure has been guided the mangers on how way job satisfactioun can enhacne the orgianztaional performence in generla and to redeuct any negative feeling that control the employees such as turover intention.

However, review of the literature has shown many different meanings and definitions of job satisfaction and thus, researchers have argued that satisfaction is one of the most difficult construct to define accurately (Padilla-Velez, 1993). Even though, there is huge numbers of definitions, but there is no general definition that can everyone has agreed upon [16].

Furthermore, Dhanasarnslip, Johnson [17] defiend job satisfaction as attitude of a person towards his or her job. They also indicated that attitude is the emotional response to characteristics of one's own job and the actions of the person. According to Locke [5] defines job satisfaction as a pleasurable emotional feeling that one acquires from the appraisal of job experiences.

The analysis of these definitions could make a general definition of job satisfaction as the positive attitudes and pleasurable emotional feelings towards one's job and its environment. The most important aspects of the definition are the positive attitude and pleasurable emotional feelings acquired from the interaction of the work environment and performing the job itself. Job satisfaction is the level of one's positive feelings about the job so that he or she can feel good about performing the work (Tasnim, 2006). Once the definitions are being understood by managers, the challenge is then of a method and directions of analyzing the level of satisfaction. The conceptual domain of job satisfaction is broad, because it includes all characteristics of the job itself and the work environment, which workers find satisfying, fulfilling and rewarding, or unsatisfying or frustrating [18]. Operationally, job satisfaction contains several dimensions, including pay satisfaction, supervisor, advancement opportunities, coworkers, satisfaction with work itself and customers' satisfaction.

Based on situational theories indicate that job satisfaction can be influenced by the interaction of several characteristics such as task, organizational and individual characteristics [19]. Before commencement of employment the employee evaluates the situational characteristics [20] while situational occurrences are assessed after that. Furthermore, overall satisfaction is consider as a function of combination situational characteristics and situational occurrences [20]. The situational characteristics basically are proposed as key factors in job satisfaction which are: the pay, supervision, promotion, co-workers and work itself [21, 22] even though some other factors may impact such as employee involvement and organizational commitment.

However, Smith, Kendall [22] have been proposed five dimensions for job satisfaction 1) The work itself which refers to the extent to which the job provides the person chance to accept responsibility, interesting tasks and opportunities for learning, 2) Pay which refers to the amount of financial remuneration that is received and the degree to which it is perceived as equitable in comparison to that of others, 3) Promotion Opportunities which refers to prospects of advancement in the organization, 4) Supervision which refers to the competencies of the supervisor to provide technical assistance and behavioral support and 5) Co-workers which refers to the extent to which fellow workers are technically competent and socially supportive. [23] stated that job satisfaction is the key factor of improving the employee productivity and to reduce absenteeism, errors and employee turnover.

Providing delighted services to explore customer satisfaction beyond their expectation is one of the key results that employers are seeking in business. Hence, improving customer satisfaction facilitates company productivity and satisfied customers are the result of satisfied employees implying that employee satisfaction influences organizational performances [24].

Okpara [25] indicated that the job satisfaction outcomes such as pay, interesting job tasks and supervision mostly rely on how individuals view the outcomes and the level of intrinsic and extrinsic outcomes. Therefore, individuals will experience job satisfaction to the extent they are involved with the job; perceive the outcome to be equitable and the value they attach to the outcome [26]. In this regard, number of studies have been investigate the relationship of job satisfaction and turnover [27, 28]. Therefore, the employees who look at the expectations of their supervisor characteristics are unmet are more likely to leave their company [29]. The more experienced employees are less inclined to give up on their current job than less experienced employees [30]. Therefore, based on aforementioned discussion, it can be hypothesized as the following:

H.: there is relationship between job satisfactions dimensions namely the work itself, co-worker, promotion, supervision, pay satisfaction and turnover intention.

Methodology: Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate and the population may be particular type or a more limited part of that group or all the individuals of that group [31]. Sampling design and sampling size are crucial, when using a proper sampling

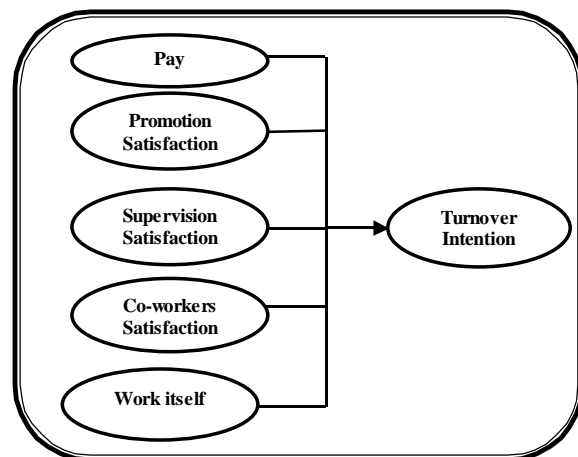


Fig. 1: Theoretical framework

design and size then it can help to produce representative results to the research population [31]. The population consisted of sales representative workers in pharmaceutical retailing stores in Amman. There are 1400 sales representatives employees working in these pharmaceutical retailing stores in Amman. According to Sekaran [31] for population of 1400 the sample size should be 302, The researcher distributed 300 questionnaire to 60 pharmaceutical retailing stores, the selection of the sample from the 60 pharmaceutical retailing stores of population was done by using random sampling. In this method every person in this population will has an equal chance to be selected [32]. For the study, about 300 questionnaires were distributed among the sales representative workers in and successfully 200 questionnaires have been collected.

Instrument: The turnover intention was measured by 4 items. The job satisfaction was measured based on Job Descriptive Index (JDI)[22]and the Minnesota Satisfaction Questionnaire(MSQ) [33] it was measured by 19 items adapted from JDI and MSQ, the 19 items distributed across five dimensions of job satisfaction: Pay satisfaction (4 items), Supervision satisfaction (4 items), promotion satisfaction (3 items), co-workers satisfaction (4 items) and satisfaction with the work itself (4 items). Finally, all items were stated in Arabic language to ensure better understanding. The response alternatives ranged from “1 strongly disagree” to “5 strongly agree”. A numerical code was used to transform the responses to data values that can be subjected to statistical analyses.

Finding

Respondent’s Profile: There are 200 respondents in the sample. Out of 200 respondents, about 146 or 73% of the sales representative who are working in pharmaceutical retailing stores in Amman are male, the rest are female which represent 54 or 27%. The result of age distributions suggests that the greatest numbers of the respondents

are in their 26 – 35 (49.5%) age group. It shows that 68 (34%) respondents were working between 5-8 years. Furthermore, the highest education level of respondents shows that 141 (70.5 %) have completed their bachelor degree. Finally, the result showed that 44.5% of the respondent gets salary in range from 500 to 799.

Descriptive, Reliability and Correlation: The finding showed that the mean of turnover intention is 3.17, pay satisfaction 3.11, 3.51 for supervision satisfaction, also co-worker satisfaction 3.67 and finally, satisfaction with the work itself is 3.82. Thus, this showed the employee have a positive attitude toward the constructs given and all them were in the range of average and slightly more in positive side to satisfactory level.

While, in term of reliability all the variable were found reliable and in the range Cronbah’s alpha as shown in the table 1 (.863-. 541) which was met the accepted as suggested by [34].

However, the result of correlation analysis ($r = -0.479, p=0.000$) is significant, which indicates that there is low negative relationship between pay satisfaction and turnover intention. In the same way of taken, the result of correlation analysis ($r = - 0.356, p=0.000$) for supervision is significant, which indicates that there is low negative relationship between supervision and turnover intention. Furthermore, the finding asl showed that correlation analysis ($r= - 0.300, p=0.000$) for promotion is significant, which indicates that there is low negative relationship between supervision and turnover intention. Moreover, the result of correlation analysis below ($r= -0.186, p = 0.008$) for co-workers is significant, which shows that co-workers has very low negative relationship with turnover intention. Finally, the result of correlation analysis below for satisfaction with the work itself ($r = -0.207, p=0.003$) is significant, which indicates that there is very low negative relationship between satisfaction with the work itself and turnover intention.

Table 1: Means, Standard Deviations, Reliability Coefficients and Correlations

	Variables	Mean	Std deviation	Cronbach's Alpha	Correlation with DV
Turnover Intention	3.17	0.53	.541	1	
Pay Satisfaction	3.11	0.84	.620	- 0.479	
Supervision Satisfaction	3.51	0.77	.640	- 0.356	
Promotion Satisfaction	3.75	0.79	.863	- 0.300	
Co-workers Satisfaction	3.67	0.80	.774	- 0.186	
Satisfaction with the Work Itself	3.82	0.71	.667	.	- 0.207

** Correlation is significant at the 0.01 level (2-tailed).

Table 2: Summary of Multiple Regression Analysis

Construct	Dependent variable	R2	F	Std. Error of the Estimate	Beta	sig	Decision
Pay	Turnover Intention	.259	13.565	.46450	-0.386	.000	Confirmed
supervision					-0.124	.150	Rejected
Promotion					-0.040	.597	Rejected
Co-workers					-0.046	.499	Rejected
Work itself					-0.045	.526	Rejected

Multiple Regressions: The model summary of the multiple regression as shown in Table 2 explains the value of R which represents 0.509 or 50.9% of five variance for job satisfaction dimensions; namely pay, supervision, promotion, co-workers and the work itself. The result shows dimensions of independent variable have significantly explained 26% of the variance (R square) in dependent variable. The results indicates that the predictors (pay, supervision, promotion, co-workers, work itself) are significantly related to turnover intention. The model in this study reaches statistical significance of 0.000 ($p < 0.01$). The finding show that the Beta value for each variable in the job satisfaction dimensions. The Beta value for pay is (Beta= -0.386, $p < 0.01$) that means the hypothesis was accepted, supervision (Beta= -0.124, $p > 0.05$), promotion (Beta= -0.040, $p > 0.05$), co-workers (Beta= -0.046, $p > 0.05$) and work itself (Beta= -0.045, $p > 0.05$). However, Pay satisfaction shows the highest Beta value and the most significant compared to other job satisfaction dimensions (Beta=0.386, $p < 0.01$). Thus, pay satisfaction has the highest effect on turnover intention. This means that pay satisfaction is the dominant factor influencing the turnover intention of the sales representative workers. Hence, the equation of multiple regressions was stated as following:

$$Y = a + \$1X_1 + \$2X_2 + \$3X_3 + \$4X_4 + \$5X_5 + e$$

$$Y = 1.754 - .245p - .085s - .027pr - .030co - .037w + e$$

DISCUSSION

This study examined the relationship between job satisfaction and turnover intention among sales representative workers of pharmaceutical retailing stores in Amman. In addition, identified which dimension under job satisfaction that has the highest effect on turnover intention. After analyzing the data, it was found that there is significant negative relationship between job satisfaction dimensions and turnover intention. The finding of this study were in line with previous studies such as [35]acknowledged that an accumulation of job dissatisfaction was one possible beginning of the turnover process. The relationship of job satisfaction and

turnover has been long established [27, 28]. Hom and Griffeth [3] model placed job satisfaction as the beginning state in the process leading to turnover. The employees who see expectations about their supervisor characteristics are unmet are more likely to leave their company [29]. Furthermore, pay satisfaction was found as the best dominant dimension of job satisfaction in term of effect turnover intention. In this regard, this finding in line with Maslow Hierarchical Theory [36, 37] which explained workers need to fulfill their physiological needs before they fulfill other needs. Money is needed for daily sustenance such as food, place to live and so forth. Hence, employees will need good wage or salary to live.

Limitations, Recommendations and Conclusion: As other studies, there is several limitations; firstly, the main limitation of this study is only focus on job satisfaction effect and negligent the other factor that may also have impact. Thus, future research could include others factor either individual or organizational that may be important predictors of turnover intension such as employee engagement, employee involvement and change management, leadership behaviors. Secondly, the scope concern on employee perception, further study maybe can investigate from the mangers or leader view. Thirdly, cross section was conducted, it is recommended to do and longitudinal. Finally, the job satisfaction and turnover still very tied and believing that job satisfaction can create or remove the intention to leave among the employee. Future study with different manner can still enhance the linkage because they continuously inherent on each other's. Then, the outcomes will be more meaningful and useful to that organization as well to the employees.

CONCLUSION

In conclusion, the findings showed that there is significant low negative relationship between pay, supervision and promotion satisfaction and turnover intention and significant very low relationship between co-workers and satisfaction with the work itself and turnover intention. In addition, it was found that pay satisfaction was the dominant dimension.

REFERENCES

1. Koh, H.C. and H. El'fred, 2004. Organisational ethics and employee satisfaction and commitment. *Management Decision*, 42(5): 677-693.
2. Lee, H.W. and C.H. Liu, 2007. An examination of factors affecting repatriates' turnover intentions. *International Journal of Manpower*, 28(2): 122-134.
3. Hom, P.W. and R.W. Griffeth, 1991. Structural equations modeling test of a turnover theory: Cross-sectional and longitudinal analyses. *Journal of applied psychology*, 76(3): 350.
4. Wood, O.R., 1974. An analysis of faculty motivation to work in the North Carolina Community College System, ProQuest Information and Learning.
5. Locke, E.A., 1976. The Nature and Causes of Job Satisfaction 1.
6. Tasnim, S., 2006. Job Satisfaction among Female Teachers: A study on primary schools in Bangladesh.
7. Musleh, Y., 2005. Factors affecting medical representatives' performance in pharmaceutical manufacturing companies based on their attitudes in both generic and research pharmaceutical companies in Jordan: A comparative study., University of Jordan: (Unpublished master dissertation).
8. Colquitt, J., J.A. Lepine and M.J. Wesson, 2009. *Organizational behavior: Improving performance and commitment in the workplace: McGraw-Hill/Irwin*.
9. Milman, A., 2003. Hourly employee retention in small and medium attractions: The Central Florida example. *International Journal of Hospitality Management*, 22(1): 17-35.
10. Dess, G.G. and J.D. Shaw, 2001. Voluntary turnover, social capital and organizational performance. *Academy of Management Review*, pp: 446-456.
11. Ajzen, I., 1991. The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2): 179-211.
12. Hendrix, W.H., *et al.*, 1998. Effects of procedural and distributive justice on factors predictive of turnover. *Journal of Social Behavior and Personality*.
13. Van Scotter, J.R., 2000. Relationships of task performance and contextual performance with turnover, job satisfaction and affective commitment. *Human resource management review*, 10(1): 79-95.
14. Zeffane, R., M.E. Ibrahim and R. Al Mehairi, 2008. Exploring the differential impact of job satisfaction on employee attendance and conduct: the case of a utility company in the United Arab Emirates. *Employee Relations*, 30(3): 237-250.
15. Ghazzawi, I. and Y. Smith, 2009. Crafting the Whole Employee: Job Satisfaction, Job Commitment and Faith-A New Conceptual Framework and Research Agenda. *The Business Review*, 12(2): 300-309.
16. Zembylas, M. and E. Papanastasiou, 2004. Job satisfaction among school teachers in Cyprus. *Journal of Educational Administration*, 42(3): 357-374.
17. Dhanasarnslip, P., H. Johnson and S. Chaipoopirutana, 2006. An Investigation of Work Values and Resulting Job Satisfaction in Relation to Two Work Roles in Thailand. *The Business Review*, 5(1): 161-170.
18. Churchill Jr, G.A., N.M. Ford and O.C. Walker Jr, 1974. Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, pp: 254-260.
19. Hoy, W.K., C.G. Miskel and C.J. Tarter, 1991. *Educational administration: Theory, research and practice*.
20. Quarstein, V.A., R.B. McAfee and M. Glassman, 1992. The situational occurrences theory of job satisfaction. *Human Relations*, 45(8): 859-873.
21. Smith, P.C., 1969. The measurement of satisfaction in work and retirement: A strategy for the study of attitudes.
22. Smith, P., L. Kendall and C. Hulin, 1969. *The measurement of satisfaction in work and retirement*, Chicago: Rand McNally.
23. Padilla-Velez, D., 1993. Job satisfaction of vocational teachers in Puerto Rico, Ohio State University.
24. Chen, S.H., *et al.*, 2006. The development of an employee satisfaction model for higher education. *The TQM Magazine*, 18(5): 484-500.
25. Okpara, J.O., 2006. Gender and the relationship between perceived fairness in pay, promotion and job satisfaction in a sub-Saharan African economy. *Women in Management Review*, 21(3): 224-240.
26. Cetin, M.O., 2006. The relationship between job satisfaction, occupational and organizational commitment of academics. *Journal of American Academy of Business*, 8(1): 78-88.
27. Chiu, R.K. and A.M. Francesco, 2003. Dispositional traits and turnover intention: examining the mediating role of job satisfaction and affective commitment. *International Journal of Manpower*, 24(3): 284-298.
28. Elangovan, A., 2001. Causal ordering of stress, satisfaction and commitment and intention to quit: a structural equations analysis. *Leadership and Organization Development Journal*, 22(4): 159-165.

29. Autry, C.W. and P.J. Daugherty, 2003. Warehouse Operations Employees: Linking Person-organization Fit, Job Satisfaction and Coping Responses. *Journal of Business Logistics*, 24(1): 171-197.
30. Min, H., 2007. Examining sources of warehouse employee turnover. *International Journal of Physical Distribution and Logistics Management*, 37(5): 375-388.
31. Sekaran, U., 2009. *Research methods for business: A skill building approach* Wiley-India.
32. Fraenkel, J.R., N.E. Wallen and H.H. Hyun, 1993. *How to design and evaluate research in education*.
33. Weiss, D.J., *et al.*, 1967. *Manual for the Minnesota satisfaction questionnaire*. Vol. 22. Work Adjustment Project, Industrial Relations Center, University of Minnesota Minneapolis.
34. Hair, J.F., *et al.*, 2010. *Multivariate Data Analysis: A Global Perspective*, New Jersey, USA: Pearson Education Inc.
35. Mitchell, T.R., *et al.*, 2001. How to keep your best employees: developing an effective retention policy [and executive commentary]. *The Academy of Management Executive* (1993-2005), pp: 96-109.
36. Maslow, A.H., R. Frager and J. Fadiman, 1970. *Motivation and personality*. Vol. 2. Harper and Row New York.
37. Maslow, A.H., 1954. *Motivation and Personality*. New York: Haper and Brothers.