

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**EFFECT OF JOB SATISFACTION AND AFFECTIVE COMMITMENT ON
TURNOVER INTENTION**

MASTER'S THESIS

Ahmed Sahib Abed ALBUSRIDHA

Business Administration Department

Business Administration Master in English Program

JULY 2022

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T.C.
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DECLARATION

I, Ahmed Sahib Abed ALBUSRIDHA, do hereby declare that this thesis titled as “Effect of Job Satisfaction and Affective Commitment on Turnover Intention” is original work done by me for the award of the masters degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (08/08/2022)

Ahmed Sahib Abed ALBUSRIDHA



DEDICATION

It is my pleasure to dedicate my thesis to my father who taught me to work hard and suffer to achieve my goals (may his soul rest in peace), my mother that keeps on inspiring me to be my best self, my great supportive brothers and finally my lovely family (wife and children) my true passion to love life.



PREFACE

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Ahmed Sahib Abed ALBUSRIDHA



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ABBREVIATIONS

AC	: Affective Commitment
APP	: Appendix
JS	: Job Satisfaction
TI	: Turnover Intention



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EFFECT OF JOB SATISFACTION AND AFFECTIVE COMMITMENT ON TURNOVER INTENTION

ABSTRACT

The high rate of turnover has become one of the common problems that many companies have in today's work environment. That is because skills employees are more likely receive better job offers. Therefore, most companies work hard on reducing their employees' turnover intention. This study focuses on two major factors that influence turnover intentions. These factors are job satisfaction (JS) and affective commitment (AC). This study analyzed and discussed the relationships between job satisfaction (JS), affective commitment (AC), and turnover intention (TI). It tested the impact of job satisfaction and affective commitment on turnover intention. This study was applied on three of Iraqi companies, which are the main food products providers in Iraq. The population of the study was 500 employees. They were the top managers, and employees who are working in different positions. A random sample method was used to draw a sample. The questionnaire method was used to collect data. The questionnaire sheets were sent to 300 employees in the sample. There were 233 sheet used as sample size. Using SPSS 17.0 software, all the statistical tests and analyses including factor analysis and regression analysis were performed. The results of this study showed that the job satisfaction has negative and significant impact on employee's turnover intention ($\beta_{\text{job satisfaction}} = -0.367$). The affective commitment has negative and significant impact on employee's turnover intention ($\beta_{\text{affective commitment}} = -0.253$). The study concludes that the current levels of employees JS and AC in Iraqi companies can reduce their turnover intention. The study also concludes that these results support the study hypotheses, and they are in line with the theory of turnover intention.

Keywords: *Job satisfaction, Emotional commitment, Iraq*

İŞ DOYUMU VE DUYGUSAL BAĞLILIĞIN DEVİR NİYETİ ÜZERİNDEKİ ETKİSİ

ÖZET

Yüksek devir hızı, günümüz çalışma ortamında birçok şirketin ortak sorunlarından biri haline gelmiştir. Bunun nedeni, beceri çalışanlarının daha iyi iş teklifleri alma olasılıklarının daha yüksek olmasıdır. Bu nedenle, çoğu şirket çalışanlarının işten ayrılma niyetini azaltmak için çok çalışıyor. Bu çalışma, işten ayrılma niyetlerini etkileyen iki ana faktöre odaklanmaktadır. Bu faktörler, iş tatmini (JS) ve duygusal bağlılıktır (AC). Bu çalışma, iş tatmini (JS), duygusal bağlılık (AC) ve işten ayrılma niyeti (TI) arasındaki ilişkileri analiz etmiş ve tartışmıştır. İş tatmini ve duygusal bağlılığın işten ayrılma niyeti üzerindeki etkisini test etti. Bu çalışma, Irak'taki ana gıda ürünleri sağlayıcısı olan üç Iraklı şirket üzerinde uygulanmıştır. Araştırmanın evreni 500 çalışandı. Bunlar üst düzey yöneticiler ve farklı pozisyonlarda çalışan çalışanolardı. Örnek çekmek için rastgele örnekleme yöntemi kullanıldı. Veri toplamak için anket yöntemi kullanıldı. Anket formları örneklemdaki 300 çalışana gönderilmiştir. Numune boyutu olarak 233 yaprak kullanılmıştır. SSPS 17.0 yazılımı kullanılarak faktör analizi ve regresyon analizi dahil tüm istatistiksel testler ve analizler yapılmıştır. Bu çalışmanın sonuçları, iş tatmininin çalışanın işten ayrılma niyeti üzerinde negatif ve anlamlı bir etkisi olduğunu göstermiştir (β iş tatmini = -0.367). Duygusal bağlılığın çalışanın işten ayrılma niyeti üzerinde olumsuz ve anlamlı bir etkisi vardır (β duygusal bağlılık = -0.253). Çalışma, Irak şirketlerindeki JS ve AC çalışanlarının mevcut seviyelerinin işten ayrılma niyetlerini azaltabileceği sonucuna varıyor. Çalışma ayrıca, bu sonuçların çalışma hipotezlerini desteklediği ve işten ayrılma niyeti teorisi ile uyumlu olduğu sonucuna varmıştır.

Anahtar Kelimeler: *İş doyumunu, Duygusal bağlılık, Irak*

1. INTRODUCTION

1.1 Overview

Employees, particularly skilled employees, may receive better employment offers in today's work market, which is defined by increased competition. This may prompt individuals to consider quitting their existing jobs in order to pursue other opportunities. Employees' Turnover Intention is the term for this occurrence. Employees' willingness to freely depart or change jobs or organizations is termed as turnover intention. Making such a decision is usually unrelated to issues with the company or its managers (Sun & Wang 2017).

The idea of striving to change the profession or job means searching for better professional conditions. Therefore, in the event that these conditions or part of them are met, the change of job results in many benefits or positives for employees. For example, changing work often gives an opportunity to choose the desirable profession. Breaking the routine and boredom at work that reduce activity and waste energy, which the new work revives this situation. Another benefit can be learning new experiences, new relationships, and new knowledge. In addition, improving the job situation and meet some ambitions (Qin 2021).

Even changing the current job may bring many benefits; there are also many possible disadvantages. The job change does not necessarily lead to achieving the desired goals, or at least it may not bring the desired expectations. The results are completely unsatisfactory or bad in some cases. There are positives to changing work if the desired goals are reached, there are also many negatives if those goals are not reached (Nemiña et al. 2021).

Examples of disadvantages that are related to changing jobs are the lack of alternative opportunities. In other words, if the current job is left without securing a new job, the lack of alternative opportunities is one of the most dangerous things that employees may face.

The failure in the new job can lead employees to be frustrated and may be forced to leave the new job and remain without work. Disappointment, which means that the new job does not always achieve the desired ambitions.

Working with worse conditions is one of the most possible case. It happens after the employees leave the old job, especially if it was due to a dispute with their owners. employees may have to accept any work after a while, even if its conditions are worse in terms of material pay or the percentage of working hours. The difficulty in returning to the old job: especially if he left this job due to disagreements or our relationship with his superiors became bad. Finally, the lack of experience as any new work requires certain expertise, and employees may lack of these experiences. That may force them to start from scratch in the career ladder and may expose to embarrassing situations (Arnoux et al. 2016).

Based on that, making the job change decision is not easy, and it is related to many factors. This fact lead to investigate these factors and analyze their effects on turnover intention of employees. Specifically, it is important to answer two important questions, which are:

1. What are the factors affecting employees' turnover intention?
2. What are the degree of these factors' effects on the employees' turnover intention?

The idea of finding new jobs or better situation is always in individuals minds. This idea returns from time to time and individuals start looking for a new job whenever they get the chance. However, it is important to indicate whether or not it is really the time for change. Many people have a tendency to change constantly, and cannot stand in one place. They seek the riches that constant mobility affords them, the horizons expand, the skills, and the satisfaction they live in. They do not allow boredom to find its way to them. They do not develop in the same place and do not allow themselves the possibility of vertical advancement (Christensen et al. 2007).

On the other hand, some people do not even dare to think of moving to another place, even when they are tired and bored. They may be afraid to risk all those years they may have been at work.

They simply afraid of the new place they might be moving to, a new subordinate, new colleagues and new responsibilities. They believe that it is good to take the

appropriate precautions before taking any step, but sometimes it is necessary to be decisive. Wherever the employees are from these two inclinations, at some point they may have to make the decision to change and launch towards new horizons. However, they have to consider many things and ask themselves many questions. In general, they may think about the factors that affect their decisions and the expected results. Therefore, this study aims to help employees understand the factors that affect their decisions to change their jobs.

This research will concentrate on two major elements that may influence turnover intentions. Job satisfaction is the first component, followed by affective commitment. Job satisfaction is an emotional response that indicates how happy employees are with their jobs. Furthermore, job acceptance is based on evaluating the emotional and psychological state linked with job tasks. However, job dissatisfaction is described as an unpleasant emotional response to a job that is perceived as frustrating, worthless, or not meeting functional or personal standards (Badrianto & Ekhsan 2020).

Affective commitment refers to a set of genuine feelings that individuals have about their affiliation and job devotion to the organizations where they work. In other words, people have strong thoughts inside them that they should not leave their jobs and go to a region where advancement and development are possible.

1.2 The Study Topic

This study's subject is related to the research on work environments and motivations. Job satisfaction, affective commitment, and turnover intention are the three aspects or facets of the topic. Many research in the literature revealed that employee happiness is one of the most difficult issues that managers face. According to these studies, job satisfaction has a significant impact on employee motivation. Employee motivation can have an impact on productivity and, as a result, company performance. It can also have an impact on the intention to turnover (Aziri, 2011).

The concept of job happiness refers to how self-motivated, pleased, and satisfied employees are with their jobs. Employees who feel they have employment security, career progression, and a comfortable work-life balance are more likely to be satisfied.

The turnover intention is a gauge of how likely employees are to leave their jobs. It's also possible that the company has plans to lay off personnel. Voluntary or involuntary turnover is possible (Takase, 2010). The degree to which an employee want to remain with the company is referred to as affective commitment (Mercurio, 2015).

The focus of this research is on the behavior of employees in a certain work environment. In other words, it looks at the link between job happiness, affective commitment, and the likelihood of leaving. The subject is intriguing because it is a new study that was conducted on a sample of Iraqi businesses. As a result of the broader Iraqi economic reform, enterprises have begun to develop their working processes.

The majority of Iraqi businesses, particularly small and medium-sized businesses, are today operating in a constantly changing environment. As a result, there are expected implications on the link between job satisfaction, affective commitment, and intention to leave in Iraqi businesses (Jadoo et al, 2015).

1.3 The Purpose / Importance of the Study

The study's goal is to see if there's a link between job happiness, affective commitment, and turnover intention in a group of Iraqi businesses. The study's goal is to present three-dimensional theoretical principles. Job satisfaction, affective commitment, and turnover intention are the three factors. The study's main purpose is to investigate the statistical impact of job satisfaction and affective commitment on turnover intention in Iraqi businesses.

The study is significant since its findings can assist the management of Iraqi businesses. It can assist them in better analyzing and comprehending the aspects that influence turnover intention. It can indicate the impact of job satisfaction and affective commitment on the likelihood of turnover in their firms. This can be utilized to boost job satisfaction and create a better working environment. As a result, the companies' results will improve, benefiting the Iraqi economy.

The study adds to the body of knowledge by conducting a statistical analysis to determine the impact of job satisfaction and affective commitment on turnover

intention in Iraqi businesses. This information can be utilized for further study on various companies in Iraq.

1.4 Literature Review

This section examines several studies that are relevant to the study dimensions in the literature. It examines some research in the literature that looked at job satisfaction, affective commitment, and the likelihood of turnover.

1. Mafini and Pooe (2013) conducted a study to investigate the link between employee happiness and organizational performance in a public sector firm. Data was collected from a sample of 272 members of a South African government department using a three-section survey questionnaire. To see if there was a link between employee satisfaction and organizational success, researchers used Pearson's correlation test and regression analysis.

The study's findings revealed positive relationships between organizational success and all five aspects of employee happiness. Working conditions, ability utilization, creativity, cooperation, and autonomy are among these elements.

2. Bakoti (2016) investigated the relationship between job satisfaction and organizational performance. Specifically, to see if there is a correlation between these two aspects based on empirical evidence. The direction and severity of this link were also investigated in the study. With 5806 employees polled, empirical research was done on a study sample of 40 major and medium-sized Croatian firms. The findings of this study reveal that there is a clear, but weak, correlation between employee job satisfaction and organizational performance in both directions.

3. Ahlers et al. (2017) looked into the affective commitment of sellers in buyout deals in a private equity business. The study tested trust, purpose congruence, and private equity reputation using a sample of 174 buyouts. According to the study, these characteristics were used as indicators of affective commitment. Non-financial considerations, particularly for family firm sellers, play a role in buyout emotional commitment, according to the findings of the study.

4. Ngo (2018) conducted a study to examine the current state of turnover intentions. According to the findings, there are numerous ideas about why people want to

change jobs. The theory of organizational equilibrium (TOE), for example, as well as social exchange theory and job embeddedness theory. Herzberg's two-factor theory, the resource-based view, equity theory, and human capital theory are also discussed. In the context of turnover intention, the study added to the research by highlighting the distinction between theories and models.

5. Alam and Asim (2019) investigated the level of job satisfaction and intention to leave among nurses in Karachi. The goal of this study is to see how different factors affect turnover intentions. Satisfaction with organizational policies and strategies, satisfaction with supervision, salary levels, and task clarity were among these criteria. The data for the study came from 400 nurses who worked in several Karachi hospitals. The findings revealed that work satisfaction had a considerable negative impact on the likelihood of leaving.
6. According to A'yuninnisa and Saptoto's (2015) study, job attitude is one of the characteristics that influence turnover intentions. Many researchers have focused on job satisfaction and affective commitment as factors determining turnover intention, according to the study. The study found that the association between turnover intention and affective commitment is stronger than the relationship between turnover intention and work satisfaction, implying the possibility of a mediation relationship.

The direct and indirect impacts of job satisfaction and affective commitment on turnover intention were investigated in this study. The questionnaire was used to collect data for the investigation. The poll was distributed to 183 employees of an Indonesian automobile manufacturer. Job satisfaction and affective commitment were found to have a substantial impact on turnover intention in this study.

7. According to Jadoo et al., (2015), the global healthcare sector has been suffering significant hurdles due to workforce shortages and retention issues. Employee retention in the healthcare industry is a major issue due to the high cost of doing so. Furthermore, a lack of hard labor has a negative impact on the performance and services of healthcare machines.

Healthcare labor shortages are frequent around the world, according to the World Health Organization (WHO). This phenomena, on the other hand, is critical in countries where healthcare performance indicators are the weakest. According to

WHO's record for the time of the Third Global Forum on Human Resources for Health, the industry may be short of 12.9 million healthcare workers by 2035.

According to Jadoo et al., (2015), Iraqi human resources for healthcare have been exposed to an unprecedented turnover of skilled and experienced scientific experts during the last two decades. The purpose of this study was to look into the many factors that influence doctor turnover intentions in Iraq. The study used a multistage sampling methodology to conduct a pass-sectional multicenter test among 576 doctors across 20 hospitals in Iraq. A self-administered questionnaire was completed by the participants. It included socio-demographic data, artwork features, and a question on the turnover target.

To identify major factors influencing turnover intentions, descriptive and multiple logistic regression analyses were conducted. According to the findings, more than half of Iraqi medical doctors were actively looking for new opportunities. Low activity satisfaction ratings have been linked to turnover intentions among medical physicians. Self-assurance, age, sex, being single, and being intimidated, to name a few.

Furthermore, having a perception of risky clinical exercise, working more than 40 hours each week, and dissatisfaction with the supervisor's handling of the team of workers. Furthermore, being a non-specialist and getting hired in the government sector is the most efficient. The goal of excessive turnover among Iraqi doctors is strongly linked to operating and safety circumstances. To prevent the flight of doctors, a swift and effective strategy is required.

1.5 The Study Hypothesis

The study hypotheses state that:

H1: The job satisfaction has an effect on turnover intention.

H2: The affective commitment has an effect on turnover intention.

2. JOB SATISFACTION

2.1 Introduction

Job satisfaction shows a positive emotional state as a result of assessing one's job experience in a certain method. It demonstrates the disparity between what employees expect from activities and what they actually receive. These expectations are usually of a private character because they differ from one employee to the next due to a variety of psychological factors (Amin 2021).

The study of job satisfaction began at the turn of the twentieth century. As many scholars have pointed out, the first three decades of the twentieth century marked the start of the century. It's difficult to define because it varies depending on how people feel in different situations. As long as someone works, he or she is either content or dissatisfied with their work.

Job satisfaction is described as the result of a number of job-related factors. These criteria are assessed based on the individual's contentment with the task, or self-satisfaction. As a result, productivity is a function of the emotional state that allows a person to work without boredom or distress (Côté et al. 2021).

Individuals' feelings of enjoyment and satisfaction while completing their jobs are also referred to as job satisfaction. This can be accomplished by finding a balance between what people expect from work and how much they really get from it. Job happiness is one of the factors that motivates people to work and produce.

Job satisfaction is described as employees' thoughts about their jobs as a result of their understanding of what the job has to offer and what they should expect from it. It's also the sum of unique attitudes regarding the numerous work-related factors embodied by management's work-organization policy. Furthermore, it is the organization's benefits of work, workplace safety, workplace duties, achievement, acknowledgment, and gratitude (Said & El-Shafei 2021).

Job happiness is a topic that has piqued the interest of a number of psychologists. Because most people spend a significant portion of their lives at work, this is true. As a result, it's critical to look into job satisfaction and its impact on their personal and professional lives. According to certain research, job happiness can lead to increased production, which benefits both employers and employees. As a result, the relevance of learning this issue may increase in the end. As a result, there has been a lot of study and studies on job satisfaction in the field of managerial psychology.

According to certain research, those who are content with their jobs live longer than those who are unsatisfied with their jobs. They also have lower psychological anxiety, higher self-esteem, and better social adaptation. There's a strong link between job happiness and life satisfaction. To put it another way, those who are happy with their employment are happy with their lives, and vice versa (Isaacs et al. 2020).

There are numerous reasons to be concerned about job satisfaction, including:

1. A high degree of job satisfaction leads to a decrease in employee absenteeism.
2. Employees in various institutions have a high level of ambition as a result of their high job satisfaction.
3. People who are content with their jobs are also satisfied with their spare time, particularly with their families, and with life in general.
4. Employees who are more satisfied with their jobs are less likely to be involved in workplace accidents.
5. At work, there is a strong link between job satisfaction and output. When there is a high level of customer satisfaction, there is a rise in production.

It's also crucial to note that job satisfaction is made up of a number of components, as shown in Figure 1. (2.1). These are the job satisfaction and job enrichment chances that have been attained for the job. The level of satisfaction with the pay and benefits. Workplace connections satisfaction (satisfaction with co-workers, superiors, and subordinates). The level of satisfaction with the supervision, advice, and leadership approaches. The physical work environment's satisfaction. Individuals' contentment with government initiatives (Aziri 2011).

Satisfaction with the performance evaluation and promotion system, in particular. The level of satisfaction with motivational tactics, as well as its foundations and criteria. Finally, the level of satisfaction with the services offered to employees.

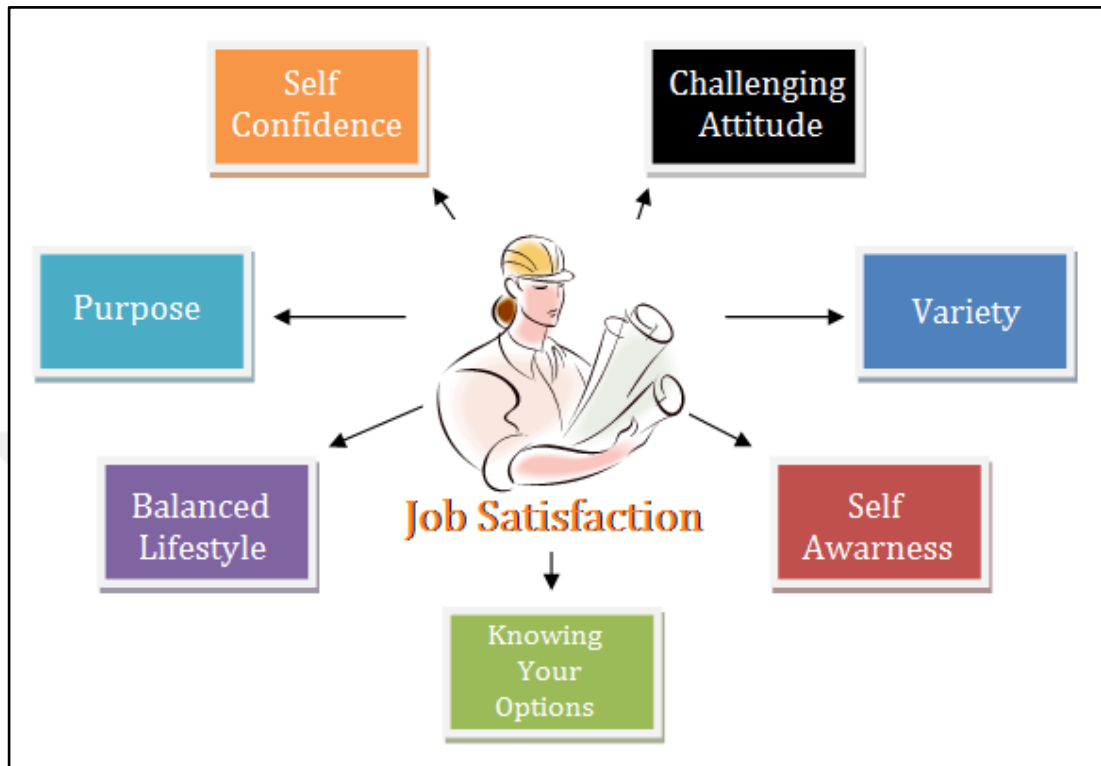


Figure 2.1: Job Satisfaction's Factors.

Source: <https://www.mbaskool.com>.

2.2 The Importance of Job Satisfaction

This section discusses the importance of job satisfaction to the employees, the organizations and the society.

2.2.1 The importance of Job satisfaction for employees

Job satisfaction is very important for employees since it increases the self-confidence and ambition of their operating inside the organization. It satisfies the employees' wishes of by accomplishing the extent of their ambition.

It can reduce the accrued pressures on the employees. It can help raising the morale of the running human beings, which ends up in a lower in absenteeism equipment (Lambert & Hogan 2009). Therefore, lowering the wide variety of personnel level of conflicts. It enhances the feeling of self-recognize, and the capacity to evolve to the environment, which results in a high creativity and innovation.

2.2.2 The importance of job satisfaction for organizations

Job satisfaction is critical for businesses since it can lead to high levels of loyalty to the company. This is because employees believe the work satisfies their material and ethical needs in their workplaces. It can assist organizations in maximizing their ability to achieve their objectives and overcome any challenging situations or contests they confront (Sila & irok 2018).

It invests in all of the energies and skills of the organizations' employees to offer their best to obtain their goals. Improving and growing the commercial of organization's merchandise. That can lead to enhancing the organizations' recognition and growing their income. It increases the employees' standing for their organization in instances of disaster and the decrease in absenteeism prices, trouble, complaints, and many others.

2.2.3 The importance of job satisfaction for society

Job happiness is critical for society since it can lead to good service levels and financial performance. It reduces the number of people who quit their jobs, resulting in family stability and communal brotherly love and progress. It has the potential to minimize the high expenses of societal development and improvement (De Simone et al. 2018).

2.3 Types of Job Satisfaction

Job satisfaction is split into two types:

1. General Satisfaction:

It is the general tendency of employees towards their work, whether or not they are glad or not happy at all. In addition, it is their pleasure with their work as a standard factor that represents a summation of sub-factors.

It represents the relationships between employees' satisfaction with the various factors that characterize them. It is the relationship among the overall delight aspect and the sub-factors of satisfaction (Chung & Ahn 2019).

These relationships can be represented as follows:

Pleasure = satisfaction with wages + delight with work content + pride with promoting possibilities + delight with supervision style + pride with paintings group + pride with working hours + pride with working situations.

2. Qualitative Satisfaction:

It is the employees' satisfaction with a specific aspect of work. For example, the employees are satisfied with their wages, the work quality, and the health insurance.

Even the job satisfaction is divided into two types; there is a relation between the general and the qualitative satisfaction. Specifically, the satisfaction with one aspect of work is related to the satisfaction with all other aspects of work. That is because; the aspect of work that satisfies the employees can lead to satisfy them with the other aspect.

2.4 The Degree of Job Satisfaction is Affected by a Variety of Factors

There are a number of elements that influence job satisfaction, as indicated in Figure 1. (2.2). To ensure employee satisfaction, management must concentrate on them. The following are the most essential of these factors:

A. Wages and salaries:

Pay is a crucial tool for meeting the demands of employees in terms of goods, services, and social interaction. According to numerous research, there is a direct link between income and job satisfaction. Individuals with higher income levels have higher job satisfaction, and vice versa. According to several studies, wages are one of the bare necessities that do not contribute to satisfaction but merely prevent dissatisfaction (Qasim & Syed 2012). The following are some of the points made in this opinion:

- People's preferences for needs varies to varying degrees. Individual wants are also influenced by society. Wages, for example, are more important in the capitalist system than they are in underdeveloped countries. This is because economic issues play such a large role in people's lives in the capitalist system.
- Wages are one way to meet a variety of non-economic goals, such as the desire for excellence and achievement.

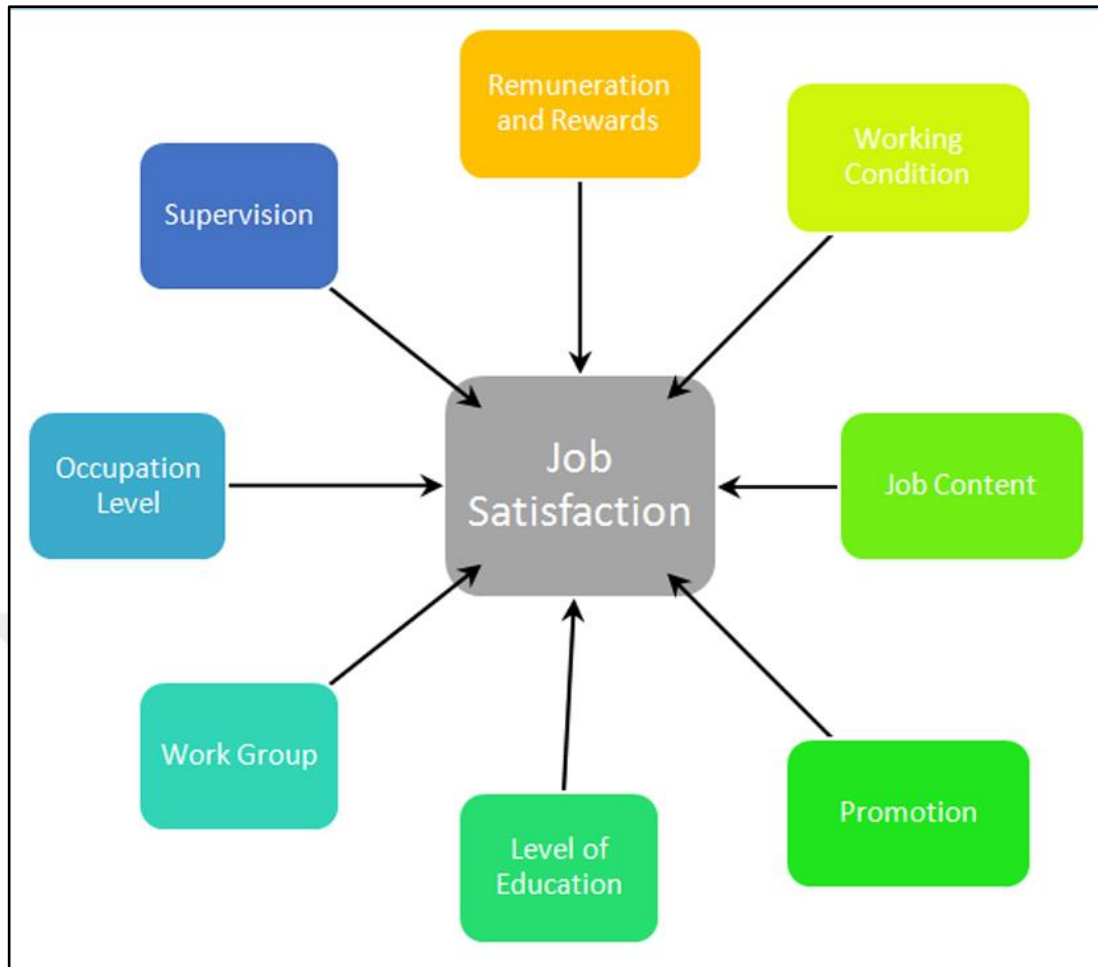


Figure 2.2: Factors affecting the job satisfaction.

Source: <https://analysisproject.blogspot.com>

B. Nature of work and variety of tasks:

Individuals value the type of the work, the responsibility, the authority, and the degree of task diversity. When people are given authority to fulfill their tasks, they feel important.

As a result, increasing job happiness is congruent with Herzberg's theory of motivating factors and its job enrichment applications. Highly qualified employees desire freedom as well as further career enrichment opportunities. This is accomplished by assigning them duties that are both varied and tough. Addressing this desire through job redesign may increase their levels of happiness (Amissah et al. 2016).

C. The individual's capabilities, abilities and knowledge of work:

Workplace performance is determined by talent and knowledge. As a result, assigning employees to work and projects that are appropriate for their abilities and expertise improves their performance. This can be seen in their level of job satisfaction.

D. Development and promotion opportunities available to the employee:

Most companies provide employees the chance to advance based on their contributions to job satisfaction. Individuals with high qualifications need to be able to meet their greater needs (development and progress) (Davies et al. 2016).

E. Management style:

There exists a link between management style and employee satisfaction. Working people generate favorable attitudes about their jobs and organizations as a result of democratic leadership. They have the impression that they are the focus of management's attention. The central leadership style of management, on the other hand, causes feelings of anger and dissatisfaction to crystallize.

F. Physical conditions of work:

The degree of individual acceptability of the work environment is influenced by physical working factors such as ventilation, lighting, humidity, heat, and noise. As a result, favorable environmental conditions contribute to employee happiness with their workplace.

G. The justice of the director:

Employees relate their rate of return and income to their inputs such as skill, capabilities, experience, and degree of education, according to the notion of justice.

These inputs are compared to the rate of return of people who work with them in relation to their inputs. The disparity between what individuals receive and what others receive makes them feel unjustified, resulting in anger and unhappiness (Yasin et al. 2020).

H. Personality of the employee:

Job happiness is influenced by one's personality. People with good self-evaluations, who believe in their inner values and core competencies, are happier at work than those with negative self-evaluations, according to studies.

2.5 Job Satisfaction and Organization Management

The majority of organizations and their managements have recently placed a greater emphasis on employee work satisfaction. Some supervisors may ask key questions after learning about the factors that contribute to job happiness. "What will happen to the organization if employees are satisfied or not?" are the queries. The other question is, "Does it make a huge difference if the employee is happy or not as long as they are given tasks and paid for doing these tasks?" It is necessary to understand the reactions of employees who are unsatisfied with their employment or companies in order to answer these questions (Tepret & Tuna 2015). Employees can show their unhappiness with their jobs in a variety of ways, including:

1. Exit: Behaviour geared at leaving the organization, such as job hunting and resigning. The organization loses the costs of the appointment and training in this situation. In addition, there are the expenditures of finding a replacement staff and retraining them.
2. Voice: The employee may try to change situations in a proactive and constructive manner, such as by suggesting improvements and discussing issues with supervisors.
3. Loyalty: Waiting patiently but eagerly for conditions to improve, even speaking out against outside criticism of the group. Furthermore, having faith in the organization and its leadership to do the right thing.
4. Neglect: Ignoring work and enabling problems to develop, such as frequent absenteeism or tardiness, decreased effort, and a higher error rate.

2.6 Job Satisfaction and Job Performance: Is There a Link?

The following points can explain the relationship between job satisfaction and job performance (Platis et al. 2015):

1. Job happiness and performance: Employees who are satisfied with their jobs are more likely to be productive.
2. Job satisfaction and organizational citizenship behavior: Job happiness appears to be one of the most important drivers of an employee's organizational citizenship conduct.
3. Job satisfaction and customer satisfaction: It appears that contented employees are more likely to be satisfied with their jobs and loyal to their employers. It's understandable because the missing thing doesn't provide it, so how can a disgruntled employee be content with others?
4. Job satisfaction, absenteeism, and labor turnover: Job satisfaction, absenteeism, and labor turnover all have an inverse relationship. That is, the lower the absence rate and labor turnover, the greater the job satisfaction, and vice versa.
5. Job satisfaction and workplace sabotage or deviation: Employees who are dissatisfied with their work environment will react in some way. They believe that predicting how disruptive employees would be is not always easy.

In summary, various procedures and regulations are required of managers and businesses in order to promote employee job satisfaction. Individuals' job happiness may improve as a result of these procedures and policies. Increasing pay and benefits to match foreign labor markets, for example. Teamwork and assignments enrich the job and make it more interesting for the employee (Pushpakumari 2008).

In addition, employees must be trained in order to gain new skills and abilities. Improving the working atmosphere and working circumstances. All employees are treated equally in terms of policies and standards. Providing possibilities for staff to advance through promotions. Finally, good communication between management and employees in the workplace. Regardless of the foregoing, job happiness is the most important aspect in every organization's performance. Employees are more loyal to their organization if they are satisfied with their work, and vice versa.

2.7 Strategies for Achieving Employees' Job Satisfaction

Job satisfaction refers to employees' feelings of contentment and stability at work, which leads to greater performance and increased organizational production.

Furthermore, work satisfaction plays an important role in reducing turnover rates in firms. Employee turnover is low or non-existent when they feel at ease in their workplace. At the end of the day, these are the objectives that companies seek (Noor & Arif 2011).

This benefits the organizations since it allows them to save a lot of time and money. These expenses include personnel costs and the hiring of new employees, as well as recruitment and appointment campaigns and the planning of training programs. Furthermore, there is no need to waste time looking for these new personnel. It's also worth noting that a company with a high turnover rate may not be able to attract outstanding employees.

Therefore, organizations must adopt some effective strategies to help you achieve job satisfaction for their employees. In general, any strategy that aims to achieve job satisfaction must be related to the factors affecting it, which are shown in figure (2.3). The next sections discuss the most common strategies that are used to obtain job satisfaction.

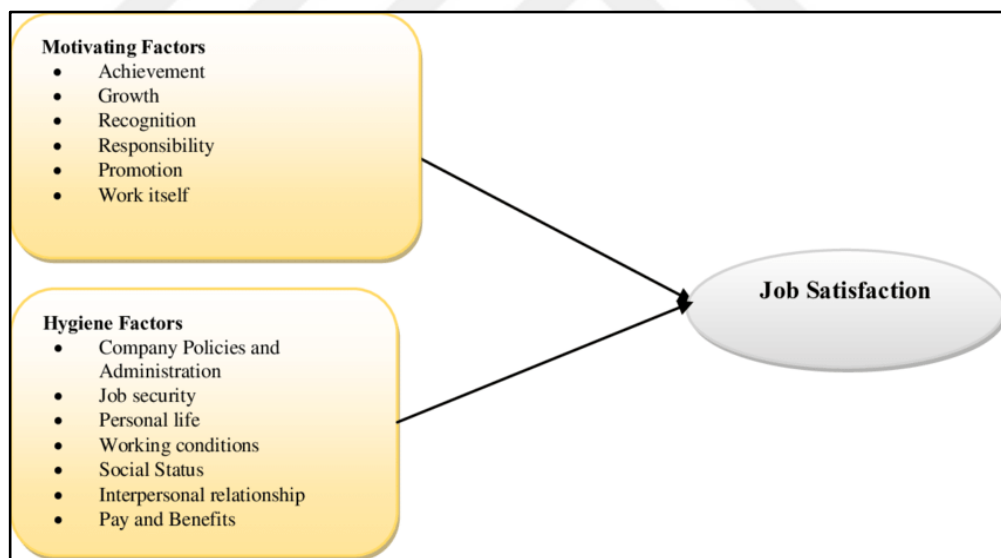


Figure 2.3: Job satisfaction determinants

Source: <https://www.researchgate.net>

2.7.1 Establish a good relationship with the employees

One of the most significant components in establishing job happiness is a positive relationship between employees and management. Positive and effective communication between managers and employees, particularly the interaction with

their direct managers, reflects this relationship. This can create a culture of mutual respect among them, driving staff to deliver the best results possible (Ordu 2016).

The following abilities can be used to build positive relationships with employees:

- **Social intelligence:** This is the ability to communicate effectively with others. It entails empathizing with their concerns, identifying solutions, and assisting them with a variety of issues. It is feasible to understand the needs of employees and direct them to perform better using social intelligence.
- **Effective leadership:** effective leadership relies on effective employee management and the proper delivery of orders. This improves their understanding of what is expected of them at work. As well as the capacity to deal with a variety of emotions, comprehend their motivations, and then redirect employees as needed. understand their motives, and then redirect employees accordingly.
- **Offering constructive criticism:** This might involve directing observations and alerting staff to professional errors. Specifically, patience in teaching them and incorporating them into the professional work team for the beginners among them. Furthermore, not emphasizing blame and admonition, disregarding their minor errors, and attempting to correct and steer them gently.

2.7.2 Provide good working conditions

A key method for achieving job satisfaction is to provide decent working circumstances for employees. In terms of occupations and tasks, this is represented in the formation of an efficient and integrated work team. Each employee has a certain job to do, and each one complements and benefits from the work of others. This well-organized workplace makes employees feel contented and professional. As a result, it encourages individuals to work diligently and creatively in their areas of expertise (Bakotic & Babic 2013).

Employees feel more at ease in the workplace because of their specialism. This is a powerful and effective way to pique their interest in knowing more. Employees can use this method to connect with others who are more knowledgeable and skilled in their profession. Poor performance will result if the allocation of work is chaotic, and

they are assigned tasks that they do not master rather than those that are at the core of their specialization. Furthermore, it causes a loss of passion, which may lead to some employees quitting their jobs and looking for work elsewhere.

Working for a legal amount of hours, with rest and meal breaks, is one of the most crucial aspects of decent working conditions. In addition, a good wage should be paid, as well as incentives and awards. This boosts staff morale and motivates them to give it their all in order to achieve satisfying results. It also comprises a pleasant working environment, which includes appropriate chairs, high-quality offices, and superior technical skills, among other things (Poggi 2010).

2.7.3 Make employees feel secure about their jobs

Employees' feelings of confidence and reassurance regarding their future careers are referred to as job security. It begins with a competitive wage and benefits, and continues with providing their job security. Furthermore, ensuring that they have access to other benefits such as insurance, vacations, compensation, and so on (Artz & Kaya 2014).

Employees with job security are more confidence in their work, which pushes them to complete duties without feeling rushed. It keeps employees from becoming dissatisfied, considering quitting jobs, and looking for another safe haven. This is good for business since the most dedicated and productive personnel are those that are happy with their employment, feel safe in them, and have reasons for stability.

2.7.4 Enhance mutual trust

The trust between employees and their companies' management is one of the factors that contribute to employee job satisfaction. This trust is built through including them in decision-making and ensuring that the tasks given to them are clear. Furthermore, providing them with opportunity to enquire about specifics as well as their participation in meetings. It also entails allowing them to express their views (Wolfe 2010).

It helps people to open the field for debate in front of them, as well as learn about the company's strategies and ambitions. All of this occurs within the context of the organizations' public and private policies. Confidence also entails consulting individuals on specific tasks based on their skills, expertise, and level of knowledge.

This boosts their morale and creates a level playing field for showcasing abilities and exhibiting skills. Furthermore, it increases their sense of responsibility for the organization, which has a good impact on the company's overall success.

2.7.5 Strengthen the relationships between the work team

Another technique for improving job happiness is to create a positive work environment among coworkers. It entails going to great lengths to achieve harmony among its constituents. Solving group challenges, involving everyone in thinking, suggestion, and progress, demonstrates the strength of the teamwork connection. Furthermore, the issue should not be limited to a single party that interferes in all cases. Giving junior staff opportunity and integrating them in responsibilities, as well as assisting them in adapting and harmonizing (Raziq & Maulabakhsh 2015).

One of the methods of consolidating relations between the work team is the development of entertainment programs outside the framework of formalities. For example, sports and cultural programs that have competitions and challenges. Some activities that contribute to removing barriers between team members, and help in building relationships between them. That makes them love to work more, and increases their job satisfaction.

2.7.6 Monitor performance and offer career development opportunities

Conducting research and statistical operations for employee performance is one of the motivations for obtaining job happiness. The goal is to evaluate the team's overall success as well as each employee's individual performance. It also tries to address flaws through ongoing training and methodical change in order to correct the problem. It is beneficial to understand the company's performance over a period of days or months in order to make necessary modifications and fixes (Lee et al. 2015).

It entails not only giving training to correct performance issues, but also providing opportunity for people to advance their careers inside the company. This can be accomplished by allowing them to try new things and take on tasks that are different from the ones they are used to. Employees may be able to achieve higher levels of performance as a result of this. According to studies, employees who are faced with new problems are more inclined to stay with their companies.

2.7.7 Encourage motivational initiatives

Encourage motivational initiatives is one of the important strategies of achieving job satisfaction. It affects the hearts of employees to carry out motivational initiatives for those who shine among them. For example, honoring the employee of the month, or presenting an award to the employee of the year. A monetary value can be placed as motivating for the employees, and in recognition of their efforts. This motivates everyone to work hard, in order to reap these advantages (Kamdron 2015).

In short, applying these strategies of achieving job satisfaction can has decisive impact on instilling confidence in employees. It can help raising the pace of their performance within their workplace, which achieve psychological balance and job security for them. It also can contribute to strengthening their belonging to the organization, which gives it continuity in performance.

3. AFFECTIVE COMMITMENT

3.1 Introduction

Affective commitment is usually considered as one of the important phenomena in the business world. The reason for focusing on employees' commitment to their organizations is to pay attention to the role of the employees in the organizations. It is obvious that the importance of the employees cannot be equal to the importance of any other element or means of production. That is because; the employees have their attitudes, thinking, and emotions, which direct their actions (Mercurio, 2015).

It is very difficult to permanently control over any component of the employee's psychological environment. It is not possible to use fixed standards to control administrative behavior towards all employees in the organization. The reason of that is each individual has a margin of difference that distinguishes him from others.

The success of the organization and the achievement of its goals is directly related to the extent to which employees believe in these goals. In addition, the extent to which employees are convinced of them, strive to achieve them, and reach a feeling of congruence to personal and subjective goals. Therefore, affective commitment has become one of the most focused matters on the management of organizations. Its scientific concept was not given the required form until the the beginning of the seventies of the twentieth century (Patrick & Sonia, 2012).

It's vital to note that studying human behavior in the workplace arose as a means of motivating and increasing levels of commitment. In the recent period, this has resulted in the emergence of numerous hypotheses, as well as the conduct of numerous field and applied investigations. The goal is to determine the factors that influence the human element's functional commitment (Jussila et al., 2012).

Many definitions of affective commitment have been presented in the literature. This is due to the diversity of material available and the growing interest in affective commitment from a variety of perspectives. Furthermore, commitment is one of the

more complicated components of organizational behavior. As a result, numerous definitions for the general concept of affective commitment have arisen.

Affective commitment is described as an employee's sentimental attachment to the company where they work, as opposed to their affiliation with it for financial reasons. Affective commitment is regarded as an ephemeral state. It is deduced from the specific organizational phenomena of employee behavior and activities. It reflects the degree to which employees are loyal to the company (Ghorpade et al., 2012).

The affective commitment expresses the employees' willingness to make the maximum possible efforts for the interest of the organization. It is the strong desire of employee to stay in their organization. It is the faith of employees in the goals and values that their organization adopt. It is the internal feeling that pressures the employees to work in a way that can achieve the goals of the organization.

Employees' urge for social connection is referred to as emotional commitment. Their goal is to keep the organization active, vibrant, and loyal. There are three basic components of affective commitment. These elements are the employee's emotional tie with the company, work continuity and survival, and a sense of obligation to the company. Employees' congruence with and association with the organization is represented by affective commitment (Lövsblad et al., 2012).

It's vital to note that most businesses strive to develop positive relationships with their employees in order to fulfill their commitment. Employee engagement is defined as a good attitude toward the company and its ideals. Employees affiliated with the company can increase their performance, which benefits the company. Interdependence should be developed and activated by the organization, which necessitates a two-way connection between the employer and the employees.

Today's businesses recognize that contented employees aren't necessarily the most productive or loyal to the company. Employees, who are emotionally and psychologically connected, on the other hand, are connected.

They are also employees who are committed to their principles and are passionate about their ambitions. As a result, they obtain outcomes that much beyond their initial objectives (Lombardi et al., 2019).

A positive relationship between employees and their employers is an effective retention tactic. Employees that are more closely related work more actively and

favorably with the organization. Because there will be a strong emotional bond between the employees and the company. Employee commitment is a metric that determines how closely employees are associated with the company (Odoardi et al., 2019). Creating a desire among employees to go above and beyond their expectations necessitates:

- Choosing a suitable and detailed job offer.
- Effective assignment and mentoring programs.
- Maintain employees' morale and motivate them to do better through letters of appreciation, profit sharing, and rewards for stronger performance.
- Regular feedback to all employees.
- Forms of communication such as internal domains, surveys, and regular conferences.
- Balancing work life and personal life, there are creative activities such as conferences, getting together and playing sports.
- Opening culture to empower employees.

In today's business world, the best employer requires more than just providing a good working environment. Studies showed that the best employers are the employers who have led businesses to critical indicators. For example, they have led the businesses to employee commitment, organization resilience, focus on talent, and motivating leadership. In addition, have led employees' turnover to the lowest rates, and achieved higher average of total shareholder return. This reflects the significant and positive role that affective commitment plays in improving the overall performance of the company (Saha & Kumar, 2018).

Many studies on employee commitment tested the impact of direct managers on employee commitment and performance. They confirmed the significant impact of senior management officials in enhancing levels of commitment.

They stated that the top management makes employees enthusiastic about the company's future. The studies indicated that commitment could be achieved by the significant change in employee expectations. In addition, commitment could be achieved by the improvements by feedback and evaluation systems (Jiang & Johnson, 2018).

That is because these actions enable companies to develop continuous strategies enhanced the affective commitment. The companies must constantly develop their own strategies and work culture. They must make their future at the center of their focus. They must open mind when dealing with matters related to creativity, innovation and technology. Companies must provide valuable benefits to their employees such as financial appreciation. In short, companies with higher levels of affective commitment become more creative and innovative.

3.2 Building the Affective Commitment

Affective commitment is one of the cornerstones of any company. It can be maintained by giving employees a goal for the work they do. For example, a runner that crossing the finish line of marathon after hard work looks at it from a different perspective. All those grueling workouts, long miles, and social sacrifices make sense since he finally achieves his goal. In addition, the experience he got becomes an opportunity for discovery and reflection (Cegarra et al., 2018).

If organizations elicit this kind of pride and this kind of self-view, then affective commitment will increase. In addition, the employees will feel unmanaged and more change makers. It is important for managers to show the team members that their work has purpose and scope beyond just one exercise. In other words, the employees never want to be treated like machines.

Today's talents have such an aversion to simply hiring because workers will sacrifice money for the purpose of the business. Some studies found that 58% of workers would accept a significant reduction in income in exchange for seeking happiness for what they do in different companies (Pentareddy & Suganthi, 2015).

Linking the tasks that workers perform to business strategy is an aspect that worth discussion and research. That is because such a link is good reason for increasing affective commitment even without competitive wages. Studies found that a big number of full-time workers chose to work for less because that work made them happier. In addition, their jobs allowed them doing meaningful work, which was rated as the most important factor for happiness.

Other studies indicated that feeling a personal connection to overall work goals increases affective commitment and the employee productivity. The studies also

indicated that reaching the highest stage of employee happiness begins with the company's mission. The message that must resonate with personal values, increase the affective commitment and push the employees to unite to achieve it (Lambert et al., 2020).

For example, the Microsoft's mission to help every person and entity on Earth achieve more. These simple messages clearly express the reason behind every extra hour of work. Applying these ideas, the companies show their employees that their work has value and purpose, which leads to achieve affective commitment.

3.3 Strategies to Improve the Affective Commitment

A. The hiring strategy:

Finding employees who are aligned with the company's missions will make the team function better, and hence the organization will be more successful. There is a direct link between achieving a corporate goal and achieving good transformation. According to studies, 84% of CEOs believe that organizational transformation starts with the business aim. When employees have a goal to achieve, their affective commitment grows (Chan et al., 2021).

One of the most important goal of the hiring strategy is to build and manage an appropriate team work. That requires some special skills to manage the team. It is normal for the managers to try do all the work on their own during the beginning of your project. It is the most cost-effective, convenient and affordable way of doing business.

However, as the business grows, the responsibilities will increase, and managers will eventually find themselves unable to continue overseeing all operations. They need more employees to do tasks such as sales, accounting, implementation, and marketing to keep the business growing.

At this point, the organizations must start recruiting talent and high-level managers and employees. They also need to build a great work team capable of managing all the important areas of the business to take it to the next level. The skill for team building is matching available jobs with employees' strengths (Pukienė & Škudienė, 2016). This means, giving people responsibilities according to their skill level, not based on how closely related they are to the manager. The

reality is that many smart entrepreneurs hire a boss when they realize they have skills elsewhere in the company beyond leadership.

Finding the work team relations networks are a long-established way to search for candidates for the work team. That can help knowing the persons who are looking for through the professional and personal relationships. Then, get more information about them and invite them to to know them in person. It is important to avoid specific network forums when using this method of communication (Atrizka et al., 2020).

The managers must make sure they are targeting the right network. Once they have potential candidates, simply spend some time checking the merit of them and asking for recommendations. The CEO's role is important and has a huge impact on employees, systems, and profits. When it comes time to sit down with potential candidates, there are a few things to know that will make it easier to choose them (Gilbert et al., 2011):

- Ensure that the candidate knows the job well. If the candidate for marketing job does not know the difference between marketing and sales, he mustb be dropped.
- Obtaining recommendations from the candidates' previous company. Getting reviews from former subordinates can help knowing their credibility. In addition, knowing whether they did their job well, how they contributed to the company's culture.
- Hiring smart people sice every hiring process for a new employee should increase the company's value. This means that employees have to be smarter and productive.
- Look for evidence of increased learning ability. That is done by checking if candidate repeating the mistakes made by previous candidates.
- Avoid as much as possible hiring a friend or family member. That is because they will expect the manager trust them and believe that they have high skill levels.

In short, the organizations are about finding teams that can accomplish the required tasks.

Their aim is not just to achieve business goals, but also building a team that reaches these goals, and creating a good work environment. As a result, this will lead to increase the affective commitment.

B. The strategy of setting broad outlines of expectations

After they've located the correct people, the organizations should convey what they're looking for. To build affective commitment, firms should provide employees independence within the primary topics being presented in order to meet corporate objectives. To avoid any confusion or an impression of micromanagement, regular check-ins should be organized ahead of time (Chughtai, 2013).

Employees must be asked what they require from their employers. Delegation has been proven to be empowering in some studies, but only if the employee trusts that their superior is not trying to avoid their duties. It's crucial for a person to realize that these duties aren't merely a waste of time. Employees should be aware of the organizations' expectations as well as their own. This can help establish whether they are performing work that is beneficial to the organizations. All of these factors may contribute to a higher level of affective commitment.

C. The strategy of strengthening the internal public relations

Employees are internal stakeholders who should be aware of the significance of their work. The goal is to make sure they are useful to the organization. Employees should be able to see how their everyday activities affect other stakeholders with the support of their employers.

For instance, the company may gather client anecdotes to distribute via video or written content. They may bring ecstatic customers to question and answer sessions (Cafferkey et al., 2019).

Asking employees to undertake sales visits or field excursions to clients is another technique to promote communication. Workers can visualize their impact if they can see their involvement inside the task. This makes them more relevant to their jobs, and they may be able to share what they learn with their coworkers as a result. Employees will relate to their job goals and perform at their best when they understand them. Their affective commitment will increase as a result.

D. The strategy of allowing employees to speak

Empower the employees to say what is on their mind is one of the strategies that enhance affective commitment. Studies showed that employees who are given the opportunity to speak have more commitment than other who do not have such chance. It is not appropriate to assume that all workers to be heard. Specialists see that some employees from underrepresented groups may be reluctant to voice their ideas in order to feel safe. Therefore, the organizations must create a culture where important opinions are taken seriously to ensure functional engagement. That can help in increasing the employees' affective commitment (Lee & Kim, 2022).

E. The strategy of connecting the roles:

Talented employees may not understand the future vision of what they do. Even if the organization vision and mission statement are made clear to employees, there still a need to show team how each step plays a pivotal role in a big mission. The managers should talk constantly about the organization strategies in order to achieve positive results (Pasumarti et al., 2022).

The employees are likely to relate to the organization because they want to make a difference and be part of an exciting journey. Therefore, the organizations need to drive the employees vision for them when communicating with employees. Follows this directive and focusing on the big goals can lead to maintain employees commitment and driving them toward organizations' goals.

F. The strategy of clarifying the company's values

Employees have no motivation to consider and implement the organization's values of their employers. Maintain the affective commitment requires that the employees see the company's values in action, and make it clear what its brand stands for (Rhoades et al., 2001).

G. Uncovering hidden talents strategy

Each employee possesses unique skills and puts them to work. Identifying the strong points of team members leads the employees to more competent and confident. Studies found that 61% of employees who are encouraged to work

within their strengths feel they care. It is not appropriate to assume that new employees know what is right for them (Chami & Garavan, 2013).

Many of them have never done formal strengths assessment to identify hidden strengths. The company must consider having employees to undergo such testing. Then provide them with the resources and responsibilities to build capacity around their natural connections. The company must help its employees connect with their work. When everyone has reached the mission objective they are working on your organization will reach higher levels of commitment.

H. The strategy of eliminating exhaustion

Even happy employees who come early and stay late can experience marginalization and pressure. The organizations' goals are powerful motivators that encourage employees to work beyond their capabilities. Therefore, organizations must reduce their employees exhaustion by looking for traits that are common in the employees. These can include exhaustion, decreased productivity, increased errors, emotional fluctuations, and memory issues (Thanacoody et al., 2014).

When organizations suspect that some employees are beyond reasonable capacity, they must remind them to pursue their outside interests. In addition, support them by providing time off to accomplish personal tasks. The organization must make sure that their employees are not bothered with work questions when they are outside working hours. All of these can increase the employees' commitments.

3.4 The Factors Affecting the Affective Commitment

There are numerous things that can influence an employee's dedication to their company. Motivations, skill development, and respect are the most common factors. Employee motivation is thought to be one of the most effective methods for getting them to do their tasks. They are also elements that influence employees' loyalty to their employers. A great manager is one who understands how to motivate individuals to achieve their full potential in the workplace. Many managers, on the other hand, fail to choose the best method for doing so (Shum et al., 2008).

Many managers still struggle with motivating their employees. Motivating employees with well-intentioned ideas frequently has undesirable outcomes. They

may be immoral or even dangerous, but they do not have malicious intent (Alnaçk et al., 2012).

Almost no one who aspires to be a manager have all of the talents required to motivate others. As people climb through the ranks of a company, the number of people under their command tends to grow. In order to manage the business, they must discover strategies to motivate employees. This will eventually result in a higher level of staff dedication.

Skills improvement and training are other factors affecting employees' commitment. Setting specific sales goals or numbers can backfire. The management of the organizations must not impose their employees to do tasks that they cannot do. The requirements of the work must be realistic that the employees do not feeling of work pressure do them. Passing this difficulty is by improving the employee's skills and trains them. That can make them more comfortable doing their tasks. It can reduce the work pressure and time wasted. It will lead also to more employees' commitment (Grund & Titz, 2018).

Taking care and respect the employees are also factors affecting the affective commitments. The organizations must always identify exactly what frustrating their workers, and take care of them. They must also get along with their employee, which is crucial for getting their work done effectively. For that reason, the managers should be trained dealing with the human side of leading employees. That can affect the employees commitment to their organization (Patrick & Sonia, 2012).

3.5 The Effective Commitment Practices and Activities

Employee commitment contributes to the development of a team spirit among coworkers in the workplace. Employees become emotionally engaged to the firm when they contribute positively and efficiently to the organization. This emotional attachment has an impact on their interactions with coworkers and consumers. Its goal is to improve customer satisfaction and service quality (Mercurio, 2015).

Every company has a set of procedures for increasing employee commitment. Failure to monitor how employees feel about the organization is one of the pitfalls of employee commitment programs. If the firm is serious about succeeding, it should employ as many strategies as feasible. The following are the most prevalent aprochases (Njenga et al., 2015):

A. The employee engagement approach for new employees

It is one of the approaches used to achieve commitment. This approach includes many practices starting from the selection or hiring process. Example of these practices are:

1. Giving the new employees a realistic overview of the job.
2. Effective recruitment and orientation programs for new employees.
3. Rigorous training and development, from technical skills to soft skills to leadership development programs.
4. Update techniques and soft skills on a regular basis.
5. Documented programs to motivate new employees towards excellent performance.

B. The employee engagement approach to all employees:

Beyond the recruitment and hiring processes, employee engagement activities can be divided into a number of groups. These groups are the communication activities, the rewards schemes, the organizational culture building activities. In addition, the team building activities and leadership development activities (Habib et al., 2014).

1. The communication activities:

These activities help employees to discover what is happening within the organization. They also help employees to spread trust and openness within the organization where it is possible to speak freely.

The employees' feeling that their voice is being heard helps their ability to express their dissatisfaction. It helps them prompt to work together to solve these problems without affecting their performance.

The forms of a communication approach can be the communication forums to provide feedback to all employees. For example, team meetings, conferences, and vacation days. It can be the internal magazines. It can be the online communication, which including discussion boards and blogs. It can also be the monthly updates of the company's goals and trends. It can be the regular

survey of employee opinions and satisfaction. It is also obtaining employees' feedback, including their opinions and what annoys them (Awad et al., 2012).

2. Reward schemes:

Bonus schemes are important activities that help achieving employee commitment. Studies have shown that, while money in itself is not a motivating factor, the absence of financial rewards can disable employees. The roles of reward schemes in enhancing employee commitment can be explained by removing limits to employee satisfaction in the organization. In addition, by providing a framework of rewards for everyone in the organization for their performance. Finally, giving motivation by monetary rewards (Korir & Kipkebut, 2016). The approach includes:

- Benefits and compensation programs.
- Share ownership and profit sharing.
- Recognition Programs
- Reward-related idea gathering schemes for generating new ideas.
- Rewards for good service and performance.

3. Activities to develop the culture of the organization:

Instilling a sense of belonging in employees is extremely important for the organization. It helps creating a thriving organization that employees feel committed to, and that others want to join (Ramdhani et al., 2017). This approaches include:

- Clear and humane HR policies.
- The company's loyal social goals and the company's social responsibility.
- Equal opportunity policies and practices
- Initiatives to promote balance between personal and work life.
- Create a safe, clean and inspiring work environment.
- Demonstrate the commitment of the employees.

4. The team building activities:

Culture building activities are important to foster a sense of belonging. However, many organizations are built through small teams, who are able to work together (Shum et al., 2008). This approach includes:

- Small team fun activities, such as bowling, ice skating, going to the movies.
- Social activities, such as family gatherings and parties.
- Community outreach activities such as volunteer work and fundraising.

5. Leadership development activities:

The organizations need not only a great leader, but individuals with leadership skills as well. This stimulates new performance and enhances creativity and succession plans (Ling et al., 2018). The practices of this approach include:

- Effective management.
- Managing performance effectively.
- Appropriate performance evaluation.
- Delegation that is effective results in empowerment.
- Mentoring and mentoring initiatives to get honest feedback from bosses and coworkers.
- A culture of employee empowerment and employer development that is open and transparent.

6. Employee participation in work:

In a virtual and global context, employee participation has become critical. Employee engagement is critical for firms that work in global virtual teams. Part of the reason for the virtual aspect is related to flexible working patterns. While flexible work methods benefit many employees and save the company money on utilities, they also have significant drawbacks (Grund & Titz, 2021). For example, it has isolation, loneliness, and increasing personal distractions. Isolation can diminish a sense of connection and commitment, especially when mixed with the responsibilities of working in an increasingly competitive market. Furthermore, there is a general lack of excitement for the organization. Managers in virtual teams face a significant problem in terms of employee engagement.

4. TURNOVER INTENTION

4.1 Background

Human capital has become a vital component that firms must care for in today's competitive world. In today's world, businesses must battle to keep their best staff. They need to look for ways to improve the quality and quantity of their employees' attachment to them. Furthermore, no one's talent can be passed down or copied by a new employee. As a result, employers and organizations must focus on employee retention. It is vital to address the challenges of fierce global competition (Ngo-Henha 2018).

Employee turnover intention has emerged as the most critical problem for organizations. As a result, it requires special care because it might have an impact on workplace atmosphere, and lead to decrease in performance. Studies showed that the globalization accelerates the phenomenon of employee turnover. That is because it encourages organizations to compete with each other to retain their finest skills. The organizations recognize that their missions have raised the amount of stress at work. Therefore, they started focusing more on their employee. Their aims is to maintain the organization's survival in the global competitive market (Chiat & Panatik 2019).

Employee turnover is a big issue that organizations around the world are dealing with. Despite the fact that several research have been conducted on this subject, employee turnover has not shown a favorable rate. A large number of turnover intentions is not a positive indicator for the business. It has an impact on the organization's expenses, staff morale, employee unhappiness, and poor performance. Externally, it will also harm the organization's image and overall performance.

Turnover intention is the process by which employees leave and are replaced by their organizations. Turnover intention is a measure of how likely employees are to leave their jobs. It may also be used to assess how the organizations intends to remove workers from roles (Cosgrave et al. 2018).

When employees decide to leave on their own, this is referred to as voluntary turnover. Employees are more inclined to depart if they perceive other opportunities that are better than their current position. This could be in the form of a bigger income, more recognition, or a better location. Employees may be forced to leave owing to illness or family obligations.

It is also an evidence of voluntary turnover if he or she resigns from his or her job. Involuntary turnover intention, on the other hand, is an evaluation of a company's plans to remove people from their jobs. This can happen if a firm is displeased with certain of its employees' performance and decides to fire them. It can also happen when businesses are compelled to cut staff due to financial issues or company downturns.

Employees' intention to leave their jobs is characterized as turnover intention. Employees want to leave their jobs because they are unhappy with their income, management style, and justice, among other things. It can also be defined as an employee's deliberate and willful desire to leave their current employer. It can also allude to a worker's intention to leave the company. Employees in this phase are on the lookout for new opportunities and assessing their current employers (Nair & Salleh 2017).

The experts have been interested in the intention of employees to leave their jobs. This is due to the potential harmful influence on organizations. As a result, numerous experts have been attempting to address this crucial problem. Many studies showed that employees stay at their employment when they are happy with their employers. However, they will depart when they are not content with their organization (Azeez et al. 2016).

Many researches have provided various methods or techniques that organizations might use to address this issue. For example, the techniques for reducing turnover intentions, such as various human resource management strategies.

These initiatives try to strengthen workplace relations by acknowledging employee efforts and contributions. Furthermore, offering diverse work content, increasing job autonomy, and allowing for greater employee engagement, particularly in decision-making. Many researchers have found a relationship between psychological

ownership and job attitudes. Positive psychological ownership, in particular, was shown in the research to favorably improve job attitudes (Lin et al. 2017).

It might have a favorable impact on work satisfaction, organizational identity, and organizational commitment. Psychological ownership can aid in lowering turnover intentions. However, the processes behind this consequence are still being investigated. More study is needed to elucidate the link between psychological ownership and turnover intention.

In general, businesses must assure talent retention and improve working conditions. This might lower the intention of turnover, which can be a financial problem for businesses. The resulting financial loss might be more than the employees' payments. Furthermore, the negative consequences on organizational performance and employee motivation would be substantial (Chinomona & Mofokeng 2016).

4.2 The Determinants of Turnover Intention

According to studies, several major determinants influencing employees' inclination to leave as shown in figure (4.1), which are as the following:

1. The organizational commitment:

Employee turnover intentions might be influenced by organizational commitment. It is described as employees' connection to their organization. It is determined by the psychological attachment of the personnel to their organization (Cho & Song 2017).

Its level predicts employee involvement, contentment, and performance. Employees may feel comfortable and secure because of the strong organization commitment. They will strive tirelessly to achieve the organization's objectives. They believe they are accepted, valued, and paid for their efforts. This increases productivity, dedication, and morale. It can also boost employees' chances of sticking with the organization, lowering turnover intentions.



Figure 4.1: Determinants of turnover intention

Source: Mumtaz & Hasan, (2018)

2. The coworker relationships:

Colleagues' connections are professional ties that exist between workers who work for the same firm. They are the most prevalent sort of workplace connection. They may adopt distinct traits, depending on the situation in the firm. Assume, for example, the employees from one workgroup transfer to another. The ties between coworkers have then evolved into a team member relationship, which is somewhat more intimate (Flint et al. 2013).

The other example is when employees refer their close friend to their company for an open position. The colleagues' relationships may be also unique because they already have a relationship outside of work. These factors can affect how colleagues' relationships develop. In general, studies showed that good colleagues' relationships could have reduce the turnover intention.

3. The organizational credibility

It is one of the factors affecting turnover intention. The organizational reputation includes the concepts of familiarity and beliefs with the organization. It is also related to what expected from the organization in the future. Studies showed that organizational reputation has two perspectives. They are the organization and the stakeholder perspectives.

The organization perspective is an intangible asset that allows it to better manage the expectations and needs of its various stakeholders. Studies indicated that the organizations with good reputation have low turnover intention (Lee et al. 2010).

4. The organizational equity:

It is the employees' view of the behavior of their businesses. It is also the employees' opinion of the organization's decisions and activities. This element has an impact on the attitudes and behaviors of employees at work (Jha 2009).

The idea of organizational justice is inextricably linked to the concept of fairness. Employees are particularly attentive to their employees' judgments, and they appraise whether or not these decisions are fair. These decisions have an impact on how people behave at work. Employees, for example, will perceive an action as unjust if it has a personal impact on them. This may boost the intention to turnover.

5. The internal control of organizations

It is described as employees' self-interest in the organization. It is the result of actions performed to maintain personal control in the company. Employees abuse their influence through organizational politics. Furthermore, to acquire popularity and discredit other employees. It usually results in negativity and decreased productivity at work. It will then boost turnover intention (Al Arkoubi et al. 2011).

6. The communication:

Communication between organizations and their personnel is an important activity that organizations perform. It can lead to the development of connections as well as the operation and survival of organizations. Employees' competencies are enhanced by good partnerships between them and the organization. Employees may attain their goals by communicating effectively (Albaqami 2016).

Communication may assist to motivate, develop trust, and engage personnel. It allows employees to express their feelings, discuss their hopes, and rejoice. It serves as the foundation for employees to make sense of their company. In general, a solid communication system and practices may considerably lower the likelihood of turnover.

4.3 The Effects of Turnover Intention on Organizations

As a result of turnover intent, organizations are saddled with a slew of duties. Traditionally, businesses have endeavored to keep employee turnover to a minimum. This is due to the numerous negative consequences it has on the organization. For example, there may be a deficiency in the number of employees at first, prohibiting them from fully executing their jobs. Specifically, if completing tasks is based on quantity rather than quality. Furthermore, the workers will be robbed of the skills and knowledge that would otherwise be available to invest in their field of work (Mai et al. 2016).

Turnover can result in a slew of new expenditures and limits for the organization. For instance, the expense of attracting, selecting, and appointing new personnel to compensate for workforce attrition. In addition to the expenditures of conducting various types of interviews with job seekers (Sun & Wang 2017).

Training expenses, including the price of developing training programs and the resources needed to do so. Furthermore, the pay of trainers and training supervisors, as well as the expenses of prospective training failures. The expenses of reducing output until new staff are hired and properly trained. The probability of a greater rate of lost, damaged, and faulty workers among new employees. This is owing to their lack of experience working at the needed level.

Old employees do not accept new employees and adopt a distinct company culture. This leads to misunderstandings among employees inside the firm. The expenditures of employing staff for an extra lunch to compensate for a decrease in productivity and revenue. It may also enter into contracts with other firms to do its tasks (Awang et al. 2013).

Perhaps the most significant negative impact of work turnover on the company is its contribution to the collapse of morale among the remaining employees. The remaining employees report the top management's weakness and failure to address the needs of the workforce. They are also aware that top management cannot meet their demands in terms of incentives and motivation. Employees' trust in their managers will dwindle, causing many to abandon the business. This indicates that the rate of job turnover will grow.

4.4 The Causes of Turnover Intention

Work is the profession that people do in return for money, and it is consequently very important to them. They get money and gain more experience and understanding. Furthermore, they make connections and good relationships and rise to a prominent social position in society. It is also the means by which, nations can develop, because no country can advance and go from one stage to the next without effort (Takase 2010).

People spend the majority of their time at work, which allows them to build friendships and distinguished connections with their coworkers.

This also emphasizes the significance of employment for them. However, some people choose to leave their jobs for a variety of reasons. Some of the reasons may be personal, while others may be connected to the nature of the job or the company. Employees who are considering shifting employment increase the likelihood of turnover in their firms. The degree of this purpose is mostly determined by the factors that lead to it.

Work improves people's psychological states because it makes them feel important and allows them to receive what they need. Many people find their only source of comfort and satisfaction in their jobs. The work also makes people more energetic, and helps them get rid of sleepiness and lethargy. All of these and other factors motivate people to continue with their jobs and try to keep them (Jain 2013).

Understanding the causes that lead people to consider quitting their positions, which are shown in figure (4.2), is critical for firms. This is because it aids in the management of the problem and reduces the likelihood of turnover. The detail information about the causes of turnover intention can be the following:

A. Causes related to organizations:

Many factors might contribute to the employees' desire to leave their jobs. For example, the employees' dissatisfaction, where some employers or supervisors are unappreciative of their staff, and they are continually blaming them. This heightens their grief, and they choose to leave work (Falahat et al. 2019).

When employee rights are not respected, that can lead to turnover intention. The primary purpose of employees' job is financial gain. Sometimes organizations fail

to provide individuals with their full rights, particularly their financial rights. In the event of continuing dereliction, the employees had no choice but to leave the job.

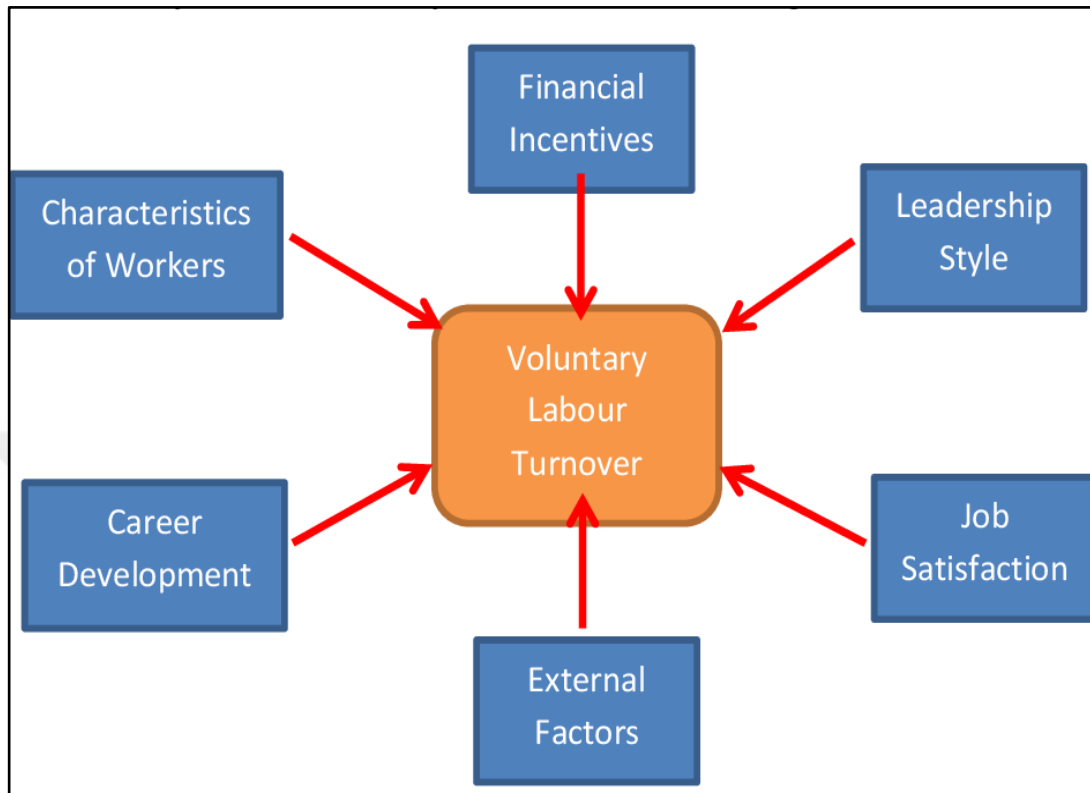


Figure 4.2: Causes for Turnover Intention.

Source: Moushmi & Chintamanee, (2018)

Depriving employees of promotions and prizes on time is another example of an organization's inability to provide rights. This might also lead to a desire to change jobs. Another type of failure to give rights is the lack of interest on the part of corporate owners in providing workers with insurance. This might also lead to a desire to change jobs (Rubel & Kee 2015).

Another cause is the employee issues. The employees may have issues with each other in numerous instances. These issues can be caused by malice, animosity, jealousy, and a lack of understanding between them. Organizations may fail to discover a suitable mode of communication and resolve these issues. That might be a reason for the employee to leave the company (Qureshi et al. 2013).

The poor management is another cause of turnover intention. Some managers fail to effectively manage their employees. Managers and leaders must possess a set of attributes that enable them to deal with employees.

They must continually interact with employees in a way that boosts their morale and inspires them to work. However, this is not always the case, which raises the likelihood of turnover. As a result, firms must train new managers to deal with people and lead them effectively (Labrague et al. 2018).

Employees may leave their positions for a variety of reasons, including poor management. Managers that are not fair have poor communication. They also have high expectations, which have a detrimental impact on their employees' feelings. As a result, employees consider quitting the company. Workplace stress might sometimes contribute to a desire to leave. When the burden or stress is too great, employees experience a loss of happiness and a lack of work-life balance. If the situation is not changed, this might lead to turnover intentions.

Developing abilities can be another cause. Some firms have no or little interest in growing their employees' competencies and knowledge. They may also fail to teach them on new programs to match the demands of the job. As a result, employees are constantly aware that their performance is deteriorating. This drives them to look for another firm that provides ongoing training for employees (Ashar et al. 2013).

A bad fit between the job and the employee's talents is another cause of turnover intention. A mismatch between the job and the employee's skills is a result of the hiring procedure. Employees and supervisors are frustrated because of that. Organizations with a poor human resource management system cannot assure a good match between job and personnel talents (Hassan et al. 2012).

Employees that feel trapped in their jobs are said to be experiencing a lack of progress. In other words, they are unable to advance and flourish inside the organization. The most prevalent cause is a lack of training and development. Furthermore, there is a lack of a clearly defined route of job growth. These factors may increase the likelihood of turnover.

Payment equity can be an important cause of turnover intention. Employees may first be dissatisfied with their salary. They may also be dissatisfied with their compensation when compared to others. Unbalanced payment systems might lead to discontent and, as a result, turnover intentions (Coudounaris et al. 2020).

B. Personal causes

Many personal reasons may cause people to wish to shift jobs if they have the option. Knowing the human motivations for shifting jobs might help organizations decrease turnover intentions. One of these reasons is developing the social situation. Some occupations can help people improve their social standing. They will desire to work in this field and seek to relocate if feasible (Ghayyur & Jamal 2012).

Desire for a higher wage is another cause. The most crucial factor that everyone seeks for in any job is the pay. This compensation must ensure a good living for employees and assist them in accomplishing a variety of goals (Chen 2006). If the present job does not provide a living salary, it is normal for employees to look for a better opportunity.

Some employees quit their employment because their family circumstances have altered. This level of turnover is normal and to be expected. Some people work in a field that they despise. As a result, they may not be able to continue without employment and earnings on which they rely to meet their needs. When presented with the option to pursue a new career, they prefer to take the opportunity and relocate (Azeez et al. 2016).

Some people may have to relocate for a variety of reasons, including marriage, travel, and other obligations. In this instance, they are compelled to hunt for a new employment in their new. There are several reasons why a person may leave their previous career, including retirement, cessation of this work, and health concerns. They might also be a lack of understanding with superiors or an inability to deal with job pressures. All of these factors encourage a person to look for and relocate to a new career (Alkahtani 2015).

Some employees may not be able to find work in their field of study immediately after graduation. They are frequently compelled to make do with whatever is available. However, the desire to pursue a career in their field of study persists. That is, if they discover this chance, they will frequently grab it. Some positions are deemed fixed in nature, with little space for advancement, or supervisors who stand in the way of this aim.

This does not negate any individual's inherent desire for job success. To achieve this aim, they may hunt for a new employment (Zimmerman & Darnold 2009).

4.5 Managing the Turnover Intention

Managing the turnover intention aims mainly to reducing this problem, or reducing its impact on the organization. That requires understanding the advantages and disadvantages of turnover. In addition, understanding what makes employees do not leave their jobs. Finally, finding strategies to eliminate this problem (Autrey et al. 2019).

1. Disadvantages of turnover intention

A job move does not always result in the expected outcomes, or at the very least does not always result in the desired expectations. In rare situations, the consequences may be entirely unsatisfying or even disastrous. If the targeted goals are met, it is possible to have beneficial effects while shifting jobs. However, there are several undesirable consequences if those objectives are not met. For example, a lack of alternate options. The absence of other alternatives is one of the most harmful things that employees may confront if they leave their present employment without finding another (Mai et al. 2016).

Another consequence of shifting occupations is failure in the new employment. Employees will get dissatisfied if they do not achieve in their new position. They may be compelled to abandon their jobs and remain unemployed. Another type of occupational disadvantage is dissatisfaction. The new employment does not necessarily have to meet the anticipated goals. Employees will be dissatisfied, frustrated, and potentially unhappy in this situation (Aladwan et al. 2013).

Another consequence of leaving employment is having to work under less desirable conditions. After leaving their previous employment, especially if it was due to a disagreement with the company's owners, the employees may be forced to accept any work for a period of time. They take new employment even if the income is lower or the proportion of working hours is higher.

Changing employment might sometimes make it difficult to return to an old work. Particularly when individuals departed their positions due to conflicts or when our connection with his supervisors deteriorated. Finally, there is a lack of experience,

as each job demands certain knowledge. Employees' absence of these experiences may force them to start at the bottom of the career ladder, exposing them to unpleasant circumstances (Rahimnia et al. 2017).

2. Advantages of turnover intention

Striving to shift professions or jobs entails looking for better professional opportunities. If these prerequisites, or portions of them, are satisfied, a job move results in several benefits or positives. People may, for example, work in a desirable career. Changing jobs frequently provides them with the option to pick, and this is all that any individual requires in order to choose a good occupation (Jeong & Jeong 2017).

Another advantage of shifting employment is that it allows you to break your routine. Workplace routine and boredom diminish activity and waste energy. As a result, interrupting the pattern with fresh tasks revitalizes this vitality. Learning new experiences may also be beneficial to employees. Any job that provides employees with fresh experiences. It has the potential to foster new partnerships and knowledge. As a result, changing jobs to broaden these experiences and the circle of knowledge has become vital.

Moving to a new work can help you improve your job status. When employees hunt for a new job, they frequently look for anything that would provide them with a better position. As a result, this is one of the advantages of shifting jobs. Finally, achieving some goals might be another advantage of shifting employment. If changing jobs is a personal desire, people will hunt for jobs that match their goals. (Croke et al. 2021)

3. Employees stay at their jobs

This section examined some of the reasons why employees do not leave their employment even if they are unhappy. In other words, the causes of employees' apprehension about shifting employment. Changing jobs is not a straightforward or easy subject for everyone.

In many circumstances, this decision may encounter numerous challenges, hurdles, and undesirable outcomes that a person may regret. That is why most individuals are terrified of changing careers. Several factors can be used to pinpoint the source of this dread (Self & Dewald 2011).

The first element is apprehension about failing in a new job. When the thought of relocating to a new work becomes a serious one that must be pursued, everybody feels apprehensive about it. It is possible that you will not be successful. Fear of failing produces uncertainty and difficulties in making a decision.

The second factor is the inability to locate a new employment. The work is regarded as the primary source of income. Leaving a job with the hopes of better one's circumstances might be a positive decision. However, if employees are unable to find a new employment that meets these objectives, they may be unable to return to their previous position. In this event, they will stay unemployed and their source of income would be cut off. This is the concept that prevents many people from transferring jobs (Hom et al. 2019).

Another reason is a lack of expertise in another field. Employees' present employment may be something they have done for a long time and have earned a lot of knowledge and expertise from. Specifically, the staff can complete their existing tasks without difficulty. At the same time, they may lack experience or expertise of a different career (Pathak & Srivastava 2017).

As a result, leaving what they know and starting over by learning a new career is a challenging matter that demands greater contemplation. In the majority of situations. The new employment may not satisfy the employees' objectives that drove them to quit their previous career, and it may be much worse. This concept causes some people to be afraid of the uncertainty that awaits them in any new vocation.

4. Strategies of Reducing Turnover Intention

Most organizations attempt to mitigate the huge losses caused by the high incidence of job turnover. To reach this aim, they must take bold steps and decisions, as well as develop a long-term strategy. Organizations must provide enticing compensation to their employees in order to win their contentment. The pay is the monetary motivation that every employee seeks in the workplace (Smith et al. 2020).

Organizations must strengthen employee relationships with one another and with management. This is accomplished by immersing them in activities such as weekend getaways and social gatherings tailored to each of them. With these

activities, shifting to other firms becomes nearly difficult, even if better career possibilities are available (Prasetyo et al. 2021).

Along with monetary incentives, the organization must give moral incentives. These incentives should be founded on a solid framework for moving up the organizational ladder. The system should be based on hard effort and experience. Employee briefing should be incorporated in the organization's plan and initiatives. This can boost managerial confidence and lower the rate of job turnover.



5. THE STATISTICAL ANALYSIS

This chapter analyzes and discusses the relationships between job satisfaction (JS), affective commitment (AC), and turnover intention (TI). Specifically, it statistically tests the impact of job satisfaction and affective commitment on turnover intention in a group of Iraqi companies. The first step of the statistical analysis is describing the characteristics of the companies under this study. The second step is identifying the conceptual model of the study. The third step is describing the study sample, and determining the sample size. Then, describing the method of collecting data.

The next step is descriptive statistics of the dimensions (Mean, Standard Deviation, Skew and Kurtosis assessment). Factor analysis and reliability assessment will be important steps of the analysis. The Correlation analysis and the regression analysis will be the final steps to test the study hypotheses.

5.1 The Characteristics of the Companies under Study

This study was applied on three of Iraqi companies, which are important companies in Iraq. They are the main food products provider in Iraq. They are located in three locations in Iraq, south, middle, and north of Iraq. They also have many sales points in every locating in Iraq. These companies are concerned with satisfying their customers' needs, and provide the best services to them (Schnepf 2004).

According to the companies' annual statistics, they reported that their employees' turnover fluctuates between high and low. Based on the literature, unstable workforce, or high turnover can negatively affect the companies' outcomes. Therefore, these companies have recently started looking at this problem. They started different programs and strategies for developing their employees' job satisfaction and affective commitment. They try dealing with challenges to raise the stability of their workforce and reduce the turnover levels (Kitto & Tabish 2004).

The companies have more than 10000 employees with different positions and locations. Table (5.1) shows the characteristics of the companies. As shown in table

(5.1) the sample has three main companies, which have about 75% of the market shares.

They all work in the food product industry of Iraq. Most Iraqi people buy food products from these companies. Therefore, it is expected that these companies work under high competition market. That can impose them to reduce their employees' turnover for achieving their goals.

Table 5.1: The characteristics of the companies

Company ID	Industry	The Market Share
1	Food	15%
2	Food	18%
3	Food	12%

Source: Ministry of Planning in Iraq

5.2 The Conceptual Model

The conceptual model of this study is as shown in figure (5.1). The figure shows that JS and AC affect the TI of employees in the companies.

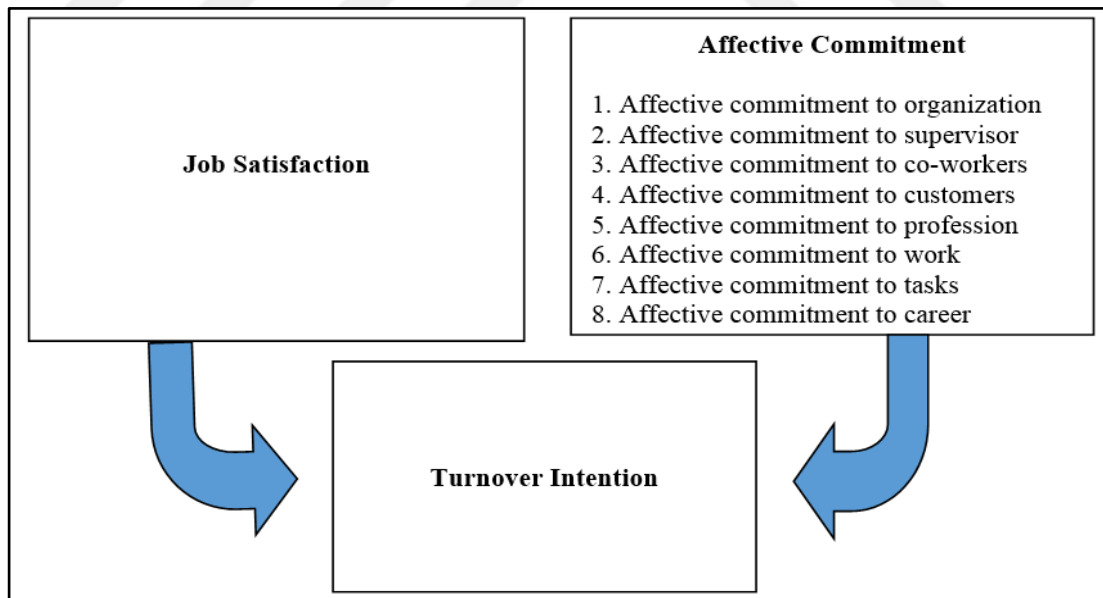


Figure 5.1: The conceptual model

It is important to note that this model is a formed based on the literature. Many studies indicated that JS and AC could have negative and significant effect on TI. Therefore, the model states that the JS and AC could have significant effect on TI in the companies under study. The model shows that AC dimension has eight sub-

dimensions. They are the effective commitment to organization, to supervisor, to co-workers, to customers, to profession, to work, to tasks, and to career. The model shows that JS and TI dimension have no sub-dimensions (A'yuninnisa & Saptoto 2015). The dimensions and sources of all scales are shown in table (5.2).

Table 5.2: The study dimensions

Dimensions	Number of items	The sources
Job Satisfaction	8	(Santos & Brito 2012)
Affective Commitment	24	(Perreira et al. 2018)
Turnover Intention	3	(Yücel 2012)

5.3 The Sample of the Study

The Slovin's formula is used in this study to calculate the sample size. The sample size is calculated as following (Tejada & Punzalan 2012):

$$n = N / (1 + Ne^2) \dots \dots \dots \text{Slovin's formula}$$

Where, n: the sample size; N: the sample population = 500; e: the confident level which is 95% (the error is 5%). The population of the study was 500 employees. They were the companies' top managers, and employees who are working in different positions. A random sample methods was used to draw a sample. Based on the Slovin's formula, the sample size is 223.

5.4 The Study Data

The questionnaire method was used in this study to collect data. The questionnaire allows using large sample (Roberts 2015).

The questionnaire was formed based on the literature, and a copy it is shown in appendix A. The questionnaire was used to collect information about job satisfaction, affective commitment, and turnover intention. In addition, the questionnaire was used to collect demographic information about the respondents. The items in the questionnaire were designed to have five Likert scales. Specifically, each item of all three dimensions has five options to answer. These options are weighted as (1. Strongly Disagree, 2. Disagree, 3. Normal, 4. Agree, 5. Strongly Agree).

The items were coded in the data as, (JSi) for job satisfaction, (ACi) for affective commitment, and (TIi) for turnover intention. The questionnaire sheets were sent to 400 employees in the three companies. There were only 252 sheet returned. After removing the uncompleted sheets, only 233 sheets were used as sample size.

5.5 The Analysis Results

5.5.1. Demographic information

The demographic information is shown as the following:

1. The gender information:

The gender information of the respondents is shown in table (5.3). The table shows that males in the sample represent around 56% and female 44%. The distribution of participants is almost balanced for gender categories. The number of female participants is a bit (12.44%; 29) higher than the number of female participants.

Table 5.3: Gender information of the respondents

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Male	131	56.2	56.2	56.2
Female	102	43.8	43.8	100.0
Total	233	100	100	

2. The age information:

The age information of the respondents is shown in table (5.4). There are four age categories defined in the survey questions. In order to categorize the data in a statistically significant way, the categories 41-50 and more than 50 years old, which had a small number of participants, were combined as more than 40.

The number of categories was reduced to three. Thus, the distribution of categories has been made balanced. As a result of the merging process, the difference between the 31-40 age category with the highest number of participants (38.6%; 90) and the 18-30 age category with the lowest number of participants (29.2%; 68) is quite small and acceptable (9.44%; 22).

Table 5.4: Age information of the respondents

Item	Frequency	Percent	Valid Percent	Cumulative Percent
18-30	68	29.2	29.2	29.2
31-40	90	38.6	38.6	67.8
More Than 40	75	32.2	32.2	100.0
Total	233	100	100	

3. The education information:

The education information of the respondents is shown in table (5.5). The distribution of participants is relatively unbalanced for education level categories. The highest number of participants with master's degree is (7.5%; 17). The number of participants with PhD degree is (2%; 5). Since the frequency of one categorical data (participants of University Degree) set is more than half of the other (90.5%; 211), this statistic was accepted and no further aggregation was required.

Table 5.5: Education information of the respondents

Item	Frequency	Percent	Valid Percent	Cumulative Percent
University Degree	211	90.5	90.5	90.5
Master's Degree	17	7.5	7.5	98.0
PhD Degree	5	2.0	2.0	100.0
Total	233	100	100	

4. The work position information:

The work position information of the respondents is shown in table (5.6). The distribution of the participants according to their positions is very balanced. The number of employee participants is very small extent higher (3%; 7) than the number of department manager participants.

Table 5. 6: Work position information of the respondents

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Employee	120	51.5	51.5	51.5
Manager	113	48.5	48.5	100.0
Total	233	100	100	

5. The work experiences information:

The work experiences information of the respondents is shown in table (5.7). The distribution of participants according to their total work experience is quite balanced. The difference between highest number of participants with 1-5 years total work experience category (29.2%; 68) and the lowest number of participants with both 11-20 years & more than 20 years total work experience category (22.7%; 53) is quite small (6.44%; 15).

Table 5.7: Work experiences information of the respondents

Item	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	68	29.2	29.2	29.2
6-10	59	25.3	25.3	54.5
11-20	53	22.7	22.7	77.3
Total	233	100	100	

5.5.2 Characteristic Values

In this part of the research, the characteristic values of the scales and the sub-dimensions of the scales will be included. Characteristic values are divided into three as measures of central tendency, measures of variability and measures of distribution. Measures of central tendency to be used in this study are arithmetic mean (\bar{X}), median (Me), and mode (Mo).

The most important purpose of calculating measures of central tendency, that is, means, is to specify a single value that represents the series. Mode to the most repeated value of the data set; the value that divides the data set into two equal parts is called the median (Turanlı and Güriş, 2015, p. 49 – 82). The measures of variability, on the other hand, are the measure of the scattering of the series values.

These measures indicate how intensely the series values are dispersed around the mean (Turanlı and Güriş, 2015, p. 100). The measure of variability to be used in this study will be the standard deviation (σ).

Distribution measures show the skewness and kurtosis of the data set. Skewness is the degree to which the distribution of a data set departs from symmetry. Negative skewness indicates that the series is skewed to the left, and positive skewness indicates that the distribution of the data set is skewed to the right. Kurtosis, on the

other hand, is the sharpness of the distribution of the data set, and this degree of sharpness is compared with the sharpness of the normal distribution in studies. If the kurtosis of the distribution is more than the normal distribution, it is called flat (platykurtic) and if it is less, it is called pointed (leptokurtic) (Yolsal, 2020, p. 136).

The variables of the study are two independent variables and a dependent variable. Independent variables are affective commitment and job satisfaction. Dependent variable is turnover intention. Affective commitment (Independent Variable) consists of one dimension with 24 items. It has AC1, AC2, AC3, AC4, AC5, AC6, AC7, AC8, AC9, AC10, AC11, AC12, AC13, AC14, AC15, AC16, AC17, AC18, AC19, AC20, AC21, AC22, AC23 and AC 24. Job Satisfaction (Independent Variable) consists of one dimension with eight items, which are JS1, JS2, JS3, JS4, JS5, JS6, JS7 and JS8. Turnover Intention (Dependent Variable) consists of one dimension with 3 items, which are TI1, TI2 and TI3. The characteristic values of the scales and the sub- dimensions are shown in table (5.8)

Table 5.8: The characteristic values of the dimensions

Item	N	Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
Affective Commitment	233	3.94	4.20	4.65	0.77	-0.722	-0.787
Job Satisfaction	233	3.95	4.20	4.60	0.83	-0.582	-0.889
Turnover Intention	233	2.93	3.33	3.50	0.89	-0.652	-0.583

When the mean values of the variables are looked at, the highest mean value is job satisfaction independent variable (3.95). On the other hand, the lowest mean is the turnover intention dependent variable as expected (2.93).

It is can be said that, the responses given to the affective commitment & job satisfaction and the answers given to the turnover intention are in different directions. The skewness and kurtosis values marked in dark pink show us whether the distribution of the data is in accordance with the normal distribution. If most of these values are within the range of +1,500 to -1,500, the distribution is considered normal.

When we look at the table, it is observed that all skewness and kurtosis values are within this range.

In addition to this test, the Kolmogorov – Smirnov / Shapiro – Wilk Test at %95 confidence interval was used to ensure the normal distribution. In cases where the sample size is less than 50, Shapiro-Wilk results are checked ($N < 50$). Since our sample size is 233; $N = 233 > 50$, we look at the results of the Kolmogorov-Smirnov test. For the distribution to be normal, the significance (Sig.) of the variables must be less than 0.05. As seen below, all p values are less than 0.05. With this test, we have confirmed that the distribution is normal. The results of normality test are shown in table (5.9)

Table 5.9: The tests of normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Item Statistic	df	Sig.	Statistic	df	Sig.
Affective commitment	0.150	233	0.000	0.888	233	0.000
Job satisfaction	0.158	233	0.000	0.908	233	0.000
Turnover intention	0.164	233	0.000	0.914	233	0.000

5.5.3 Factor and Reliability Analysis

5.5.3.1 General information

Before running the factor analysis, it is important to understand the preliminary explanations to interpret the results. Specifically, it is important to understand the following:

A. KMO Fit Value:

The suitability of the scales for factor analysis depends on the fulfillment of two basic conditions. The first of these is the Kaiser-Meyer-Olkin (KMO) test, which tests whether the sample size is sufficient for factor analysis. A KMO value below 0.50 indicates that data are not suitable for factor analysis.

Although it is sufficient for the KMO value to be above 0.50, it is preferred to be 0.70 and above. KMO value between 0.60 and 0.70 is acceptable but considered as mediocre.

B. Bartlett Test of Sphericity:

The second condition is that there is a relationship between the scales. The existence of this relationship is tested with the Bartlett Test of Sphericity. This test is based on the rejection of the null hypothesis (H_0) ($p < 0.05$), which claims that there is no relationship between the scales (Cohen et al., 2007, p. 570).

C. Cronbach's Alpha (α) Coefficient for Reliability Test:

Cronbach's Alpha coefficient (α), which shows the internal consistency of the items that make up the scales and their sub-dimensions, varies between 0 and 1. As ratio approaches to 1, the internal consistency of the scales increases and thus the reliability of the scales and sub-dimensions increases, otherwise it decreases (Yolsal, 2020, p. 137). The fact that the Cronbach Alpha internal consistency coefficient is low indicates that the scale measures more than one feature at the same time, and the items are not homogeneous among themselves (Tavşancıl, 2014). The interpretation of Cronbach's alpha values is as shown in table (5.10).

Table 5.10: The ranges of Cronbach's alpha values.

Value Range	COMMENT
> 0,900	Perfect
> 0,800	Quite Well / Pretty Good
> 0,700	Good & Acceptable
> 0,600	Acceptable Upon Inquiry
\geq 0,500	Insufficient Acceptable Under Specific Circumstances
< 0,500	Unacceptable

Source: Gliem & Gliem, (2003).

D. Mean Inter-Item Correlation Values:

Another way to test the internal consistency of the scales and their sub-dimensions is to examine the mean correlation values between the items of the scales and sub-dimensions (Yolsal, 2020, p. 138). According to the researchers, a value below 0.10 indicates that the items are insufficient to measure the scale.

The value above 0.50 indicates that some items that make up the scale are unnecessary because they measure the same thing (Piedmont & Hyland, 1993, p. 370). In this context, it is stipulated that this value should be between 0.10 and 0.50.

E. Total Variance Explained:

Another factor to be considered while analyzing the results of factor analysis is the ratio of the variance explained by each scale to the total variance amount. In today's studies, it is seen that a rate of 40% or more is accepted (Aksu et al., 2017, p. 59).

5.5.3.2 The results of factor analysis

It is important to indicate that all factor analysis performed in this study is based on Principal Component Analysis. The results of factor analysis for affective commitment are shown in table (5.11). As seen in the table, all items cannot be gathered under a single factor, therefore 4 statistically unstable items (AC7, AC15, AC20 and AC23) are excluded from the research and a factor analysis with remaining 20 items applied for the second time.

When running factor analysis for the second time, all items were gathered under a single factor as expected and factor loadings are quite high. KMO – Fit value and Cronbach Alpha reliability are perfect. The total explained variance is quite high. All of these results are shown in table (5.12).

The results of factor analysis for job satisfaction are shown in table (5.13). As seen in the table, all items cannot be gathered under a single factor, therefore 3 statistically unstable items (JS3, JS4 and JS5) are excluded from the research and a factor analysis with remaining 5 items applied for the second time.

When running factor analysis for JS, the second time, all items were gathered under a single factor as expected and factor loadings are quite high. KMO – Fit value and Cronbach Alpha reliability are quite well. The total explained variance is %68.63 which is also quite satisfactory. All of these results are shown in table (5.14).

Table 5.11: Factor analyses for AC (first time)

Items	Factor Loading			
	1	2	3	4
AC1	0.764			
AC2	0.806			
AC3	0.718			
AC4	0.822			
AC6	0.784			
AC7				0.946
AC8	0.794			

Table 5.11: (Cont.) Factor analyses for AC (first time)

Items	Factor Loading			
	1	2	3	4
AC9	0.755			
AC10	0.817			
AC11	0.719			
AC12	0.776			
AC13	0.825			
AC14	0.781			
AC15		0.518	-0.617	
AC16	0.680			
AC17	0.760			
AC19	0.764			
AC20		0.820		
AC21	0.833			
AC22	0.717			
AC23			0.721	
AC24	0.766			

Table 5.12: Factor analyses for AC (second time)

Items	Factor Loading
AC1	0.765
AC2	0.805
AC3	0.718
AC4	0.822
AC5	0.800
AC6	0.784
AC8	0.794
AC9	0.755
AC10	0.817
AC11	0.719
AC12	0.776
AC13	0.826
AC14	0.781
AC16	0.680
AC17	0.760
AC18	0.774
AC19	0.764
AC21	0.833
AC22	0.719
AC24	0.765
KMO Fit Value	0.966
Bartlett Test of Sphericity (p<0.05)	0.000
Cronbach's Alpha Reliability (α)	0.965
Total Variance Explained (%)	59.89

Table 5.13: Factor analyses for JS (first time)

Items	Factor Loading		
	1	2	3
JS1	0.874		
JS2	0.829		
JS3		-0.609	0.606
JS4			0.822
JS5		0.816	
JS6	0.808		
JS7	0.851		
JS8	0.777		

Table 5.14: Factor analyses for JS (second time)

Items	Factor Loading
JS1	0.873
JS2	0.829
JS6	0.809
JS7	0.851
JS8	0.777
KMO Fit Value	0.870
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability (α)	0.885
Total Variance Explained (%)	68.63

The results of factor analysis for turnover intention are shown in table (5.15). All items were gathered under a single factor as expected and factor loadings are quite high. KMO – Fit value is acceptable and Cronbach Alpha reliability seems quite well. (As the questionnaire consists of just 3 items, these KMO – Fit value & Cronbach Alpha Reliability scores can be considered as quite good). The total explained variance is perfect %72.12 which is the highest among all variables.

Table 5.15: Factor analysis for TI

Items	Factor Loading
TI1	0.874
TI2	0.817
TI3	0.856
KMO Fit Value	0.702
Bartlett Test of Sphericity (p<0.05)	0.000
Cronbach's Alpha Reliability (α)	0.806
Total Variance Explained (%)	72.12

5.5.4 The regression analysis

This section tests the study hypotheses. Specifically, it tests the impact of AC and JS on TI. The ANOVA analysis is shown in table (5.16). H0 (Absence) Hypothesis: If Sig (p) < 0.05, the null hypothesis is rejected, that means at least one or more of the independent variables is statistically significant in explaining the dependent variable. In this context, it is seen that at least one or all of the two independent variables explain the dependent variable of employee's performance. The results of regression are shown in table (5.17).

Table 5.16: ANOVA (Analysis of Variance)

ANOVAa (Analysis of Variance)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.432	2	68.716	592.079	0.000 ^b
	Residual	26.694	230	0.116		
	Total	164.126	232			

a. Dependent Variable: turnover intention

b. Predictors: (Constant), affective commitment, job satisfaction

Table 5.17: The results of the regression.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.002	0.117		-0.014	0.176
	Affective Commitment	0.362	0.087	-0.253	15.520	0.000
	Job Satisfaction	0.676	0.080	-0.367	-4.541	0.000

a. Dependent Variable: turnover intention

b. Predictors: (Constant), affective commitment, job satisfaction

At this point, the significance (sig =p) value of each independent variable that is expected to explain the dependent variable is checked. Sig. (p) variables with a value of less than 0.05 explain the dependent variable significantly; It is determined that variables with this value greater than 0.05 do not have a statistically significant effect on the dependent variable. Looking at the results, all variables sig. (p) values were found to be smaller than 0.05:

1: $p_{\text{training}} = 0.000 < 0.050$  (Acceptance of **H₁**)

2: $p_{\text{job satisfaction}} = 0.000 < 0.050$  (Acceptance of **H₂**)

In this context, hypotheses H1, H2 are accepted, since training and job satisfaction, have a statistically significant effect on the employee's (job) performance.

Power Analysis (R2 Interpretation): R2 is a statistic that will give some information about the goodness of fit of a model. In regression, the R2 coefficient of determination is a statistical measure of how well the regression predictions approximate the real data points.

An R2 of 1 indicates that the regression predictions perfectly fit the data. Table (5.18) show information regarding the interpretation of the R2 value obtained as a result of the regression analysis. When the comments of two studies that have a place in the literature on the interpretation of R2 are combined, R2 can be interpreted as shown in table (5.19). The model summary is shown in table (5.20).

Table 5.18: Information regarding the interpretation of the R2 value

Comment	R² Value (Chin) (1998)	R² Value (Hair et al.) (2011)
Very Weak	$R^2 < 0,19$	$R^2 < 0,25$
Weak	$0,19 \leq R^2 < 0,33$	$0,25 \leq R^2 < 0,50$
Moderate	$0,33 \leq R^2 < 0,67$	$0,50 \leq R^2 < 0,75$
Substantial (Strong)	$R^2 > 0,67$	$R^2 > 0,75$

Table 5.19: The comments of two studies on the interpretation of R²

Combined Comment (Chin, 1998 & Hair et al., 2011)	R² Value
Very Weak	$R^2 < 0,19$
Quite Weak	$0,19 \leq R^2 < 0,25$
Weak	$0,25 \leq R^2 < 0,33$
Weak – Moderate	$0,33 \leq R^2 < 0,50$
Moderate	$0,50 \leq R^2 < 0,67$
Moderate – Substantial (Strong)	$0,67 \leq R^2 < 0,75$
Absolute Substantial (Strong)	$R^2 > 0,75$

Table 5.20: The model summary.

Model	R	R²	Adjusted (R²)	Std. Error
1	0.915a	0.837	0.836	0.34067

a. Dependent Variable: turnover intention

b. Predictors: (Constant), affective commitment, job satisfaction

Model: H1 & H2

H1: Affective commitment has a significant negative impact on employee's overall turnover intention.

H2: Employee's job satisfaction has a significant negative impact on employee's overall turnover intention.

When the model summary is looked at, the R² value, which expresses the explanatory power of the 2 independent variables for the dependent variable, is 0.837. This value shows that the explanatory power of the model is absolute (very) strong: Employee's affective commitment and (employee's) job satisfaction, explain the dependent variable of employee's individual turnover intention very strongly.

Standardized Beta Coefficients numbers in the Coefficients table enlighten us on the model contributions of the independent variables. When we look at these coefficients, it is seen that the (employee's) job satisfaction has a moderate-high negative impact on employee's turnover intention ($\beta_{\text{job satisfaction}} = -0.367$). On the other hand, (employee's) affective commitment, has a relatively moderate (less than the impact of job satisfaction on turnover intention) negative effect on employee's turnover intention ($\beta_{\text{affective commitment}} = -0.253$).

When we compare the two independent variables, (employee's) affective commitment and (employee's) job satisfaction on the turnover intention of the employees, statistical results reveal that, job satisfaction has a slightly stronger negative impact on turnover intention of employees than affective commitment.

It can be said that job satisfaction is the most important dimension for an employee to stay at his job. If an employee has a person to job fit (P-J Fit) and is satisfied with his job, this situation might likely lead to reduce his/her turnover intentions. As affective commitment is more related to the organization than job, an employee who wants to quit, might first of all evaluate his/her job rather than his value regarding the entire organization. The final model after multiple regression analysis is shown in figure (5.2).

5.5.5 The results' discussion

In general, the results of this study showed that the sample is good since it has high percentages of participants with high level of education and work experiences. The

sample has almost balanced percentage of male and female, which indicates no sex bias. The participants in the sample have a variety of work positions, which can enhance the quality of information gathered from them. The data of this study provided information on the study dimensions.

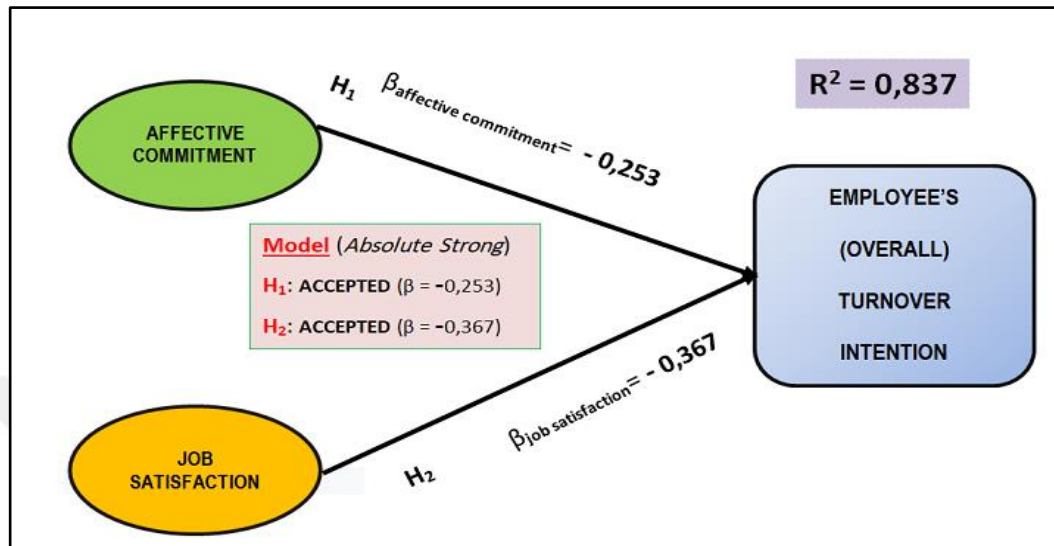


Figure 5.2: The final model.

The study dimensions are affective commitment (AC), job satisfaction (JS), and turnover intention (TI). The data was collected from a sample of food suppliers companies in Iraq. The results showed that the data was reliable and good to use for testing the study hypotheses. The results showed that all variables are normally distributed, which is required for doing the analysis.

The results indicated that AC has only one component extracted from factor analysis. The factor analysis used in this study is based on principles component analysis. The one factor of AC is the independent variable. The results indicated that JS has only one component extracted from factor analysis. The one factor of job satisfaction is the other independent variable. The results indicated that TI has only one component extracted from factor analysis. The one factor of TI is the independent variable. The factor loading for all extracted factors of the three dimensions are relatively high.

The total variance explaining and other indicators showed that the factor analysis was in good fit. The results showed that there are significant correlations between the study variables. That means, the null hypothesis (H₀) is rejected, and the study hypotheses (H₁, H₂) are accepted. Specifically, the hypothesis H₁ is accepted, since

AC has a statistically significant effect on the TI. That is, when AC is increased, the TI decreases by (0.253 unit of measure).

The hypothesis H2 is also accepted, since JS has a statistically significant effect on the job satisfaction. That is, when JS is increased, the TI decreases by (0.367 unit of measure). The results showed that the R^2 values of the models, which express the explanatory power of the independent variables for the dependent variable, were very high (around 0.9). The value of R^2 shows that the explanatory power of the models is very strong. In other words, AC and JS explain the dependent variable of TI very strongly.

Based on the literature, applying AC is expected to negatively affect the TI. For example, Wong, and Wong (2017) tested the effect of AC on the TI. Wong, and Wong (2017) found that AC has a negative and significant effect of AC on TI. Therefore, this result is in line with the literature. One most common explanation to this result is the positive feeling of employees. Affective commitment is found when an employee feels like their personal values and priorities are in line with the company's mission and feel at home in the company. All of these issues can lead employees to stay in the same company, which reduce the turnover.

Theoretically, the job satisfaction is expected to reduce the turnover intention. For example, Alam and Asim (2019) found that JS has negative and significant impact on TI. Therefore, this result is in line with the literature. The explanation to this result is that increasing the level of contentment employees feel with their job can lead to less turnover intention. This goes beyond the employees' daily duties to cover satisfaction with team members and managers. In addition, their satisfaction with companies' policies, and the impact of their job on their personal lives. In short, the results of this study are in line with the theory. Specifically, AC and JS have negative and significant effects on TI as the theories stated.

6. CONCLUSION

In today's work markets, employees, particularly skilled employees, may receive better job offers. This may prompt individuals to consider quitting their existing jobs in order to pursue other opportunities. Employees' Turnover Intention is the term for this occurrence. It is the employees' willingness to freely depart or change jobs or organizations. The idea of striving to change the profession or job means searching for better professional conditions. Therefore, in the event that these conditions or part of them are met, the change of job results in many benefits or positives for employees. Working with worse conditions is one of the most possible reasons for turnover intention.

This research will concentrate on two major elements that may influence turnover intentions. Job satisfaction (JS) is the first component, followed by affective commitment (AC). Job satisfaction is an emotional response that indicates how happy employees are with their jobs. Furthermore, JS is based on evaluating the emotional and psychological state linked with job tasks. Affective commitment refers to a set of genuine feelings that individuals have about their affiliation and job devotion to the organizations where they work. In other words, people have strong thoughts inside them that they should not leave their jobs and go to a region where advancement and development are possible.

This study analyzed and discussed the relationships between job satisfaction (JS), affective commitment (AC), and turnover intention (TI). Specifically, it statistically tested the impact of job satisfaction and affective commitment on turnover intention in a group of Iraqi companies. This study was applied on three of Iraqi companies, which are important companies in Iraq. They are the main food products providers in Iraq. They are located in three locations in Iraq, south, middle, and north of Iraq. They also have many sales points in every locating in Iraq. These companies are concerned with satisfying their customers' needs, and provide the best services to them.

The population of the study was 500 employees. They were the top managers, and employees who are working in different positions. A random sample method was used to draw a sample.

The questionnaire method was used to collect data. The questionnaire sheets were sent to 300 employees in the sample. There were only 233 sheet returned. Using SSPS 17.0 software, all the statistical tests and analyses including factor analysis and regression analysis were done.

The results of this study showed that the job satisfaction has a moderate-high negative impact on employee's turnover intention ($\beta_{\text{job satisfaction}} = -0.367$). On the other hand, the affective commitment, has a relatively moderate negative effect on employee's turnover intention ($\beta_{\text{affective commitment}} = -0.253$). The study concludes that the current levels of employees JS and AC in Iraqi companies can reduce their turnover intention. The study also concludes that these results support the study hypotheses, and they are in line with the theory of turnover intention.

7. THE STUDY RECOMMENDATIONS

1. The study suggests that the food companies in Iraq should develop (or at least keep) the current working environment, which can reduce their employees' turnover intention.
2. The study suggests that the food companies in Iraq should bring more benefits to their employees and deal them as a high value. That can increase their levels of JS and AC, which by the end reduce their turnover intention.

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APPENDICES

Appendix A: Questionnaire form

Table A.1: A copy of the study questionnaire

PART 1: Background Information	
Gender	() Male () Female
Age	() 18 - 30 () 31 – 40 () 41 – 50 () More than 50
Highest academic level	() High school () Diploma () BA (4 years collage) () Master Degree () PhD Degree
Designation in the organization	() Manager () Employee
Working Experience with this organization	() 1-5 year () 6-10 year () 11-20 year () More than 20 year

PART 2:

In this part, you have five options that represent the degree of your answer. Please select only one option for each question about **Affective commitment** in your organization.

A. Affective commitment to organization

Question	Strongly Disagree	Disagree	Normal	Agree	Strongly Agree
1. I am proud to say that I work for my organization					
2. My organization means a lot to me					
3. I don't like working for my organization (reversed-scored item)					

B. Affective commitment to supervisor					
4. I like the values conveyed by my immediate supervisor					
5. I feel privileged to work with someone like my immediate supervisor					
6. When I talk to my friends about my immediate supervisor, I describe him/her as a great person to work with					
C. Affective commitment to co-workers					
7. I'm happy to work with my co-workers					
8. My co-workers make me feel like going to work					
9. When I talk to my friends about my co-workers, I describe them as great people to work with					
D. Affective commitment to customers (replaced by patients here)					
10. I really care about the satisfaction of my organization's patients (original: I really care about the satisfaction of my organization's customers)					
11. Delivering quality care and/or services to my organization's patients is a major source of satisfaction for me (original: Delivering quality products and/or services to my organization's customers is a major source of satisfaction for me)					
12. In my opinion, the satisfaction of my organization's patients is a priority (original: In my opinion, the satisfaction of my organization's customers is a priority)					

E. Affective commitment to profession					
13. I am proud to say this is my profession					
14. I would be happy to practice this profession until retirement					
15. I like my profession too much to think about changing					
F. Affective commitment to work					
16. Work is a priority in my life					
17. One of the most satisfying things in my life is the fact that I work					
18. Most of my personal objectives are focused on work					
G. Affective commitment to tasks					
19. I find the tasks I perform in my current position stimulating					
20. I find the tasks I perform in my current position rewarding					
21. I don't like the tasks I perform in my current position reversed-scored item					
H. Affective commitment to career					
22. I would like to hold increasingly important positions throughout my career					
23. It is important for me to move up the ranks or obtain promotions					
24. I feel it is important to plan one's career					

PART 3:

In this part, you have five options that represent the degree of your answer. Please select only one option for each question about **Job Satisfaction** in your organization

Job Satisfaction

Question	Strongly Disagree	Disagree	Normal	Agree	Strongly Agree
1. I like my job (profession) because it gives me the opportunity to learn new things all the time.					
2. My skills and knowledge are adequate for my job.					
3. Our responsibilities are well defined within the framework of the work we do.					
4. I believe my job has a prestigious place in society.					
5. I believe that the quality of the work I do is appreciated.					
6. I do my work with zeal.					
7. I believe I do my work well.					
8. In general, I like my work and what I do at my organization					

PART 4:

In this part, you have five options that represent the degree of your answer. Please select only one option for each question about **Turnover Intention** in your organization

A. Turnover Intention

Question	Strongly Disagree	Disagree	Normal	Agree	Strongly Agree
1. I intend to leave the organization.					
2. I intent to make a genuine effort to find another job over the next few months.					
3. I often think about quitting.					

RESUME

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EDUCATION:

- BA in Operations management techniques from Middle Euphrates University, 2012-2013.

WORK EXPERIENCE:

- Accountant in private company for 10 years