Effects of Job Satisfaction On
Employees Motivation & Turn over Intentions
(From Review of the Related Literature)

Qadar Bakhsh Baloch[*]

Abstract

It is a meta-analysis of over hundred studies probing individual or group processes in different organizational setting aiming to investigate the relationship between the job satisfaction and job design, job techniques, work place motivation, physical environment, leadership and communication styles, rewards and recognition. The analysis also focused to draw conclusions from the relationship of job satisfaction and turnover intentions impacting productivity.

Introduction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job[1]; an affective reaction to one's job[2]; and an attitude towards one's job[3]. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation that affect (emotion), beliefs and behaviours.[4] This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. *Job satisfaction*, as already defined as a worker's sense of achievement and success, is perceived to lead organizational productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well, enthusiasm and happiness with one's work and being suitably rewarded for one's efforts. Job satisfaction is multi-dimensional. It includes several distinct domains

[*] Dr. Qadar Bakhsh Baloch, Chairman, Dept. of Management Science, Qurtuba University, D.I.Khan. Email: qbuzdar@yahoo.com

such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance/challenge of the job. Hence it is a variable directly proportionate to recognition, income, promotion, and the achievement of other goals that lead to a general feeling of fulfillment and figures out a corner stone of organization's guru in order to keep positive organizational behavior intact. For the organization, job satisfaction of its workers means a work force that is fully motivated and committed to high quality performance. Increased productivity—the quantity and quality of output per hour worked—seems to be a byproduct of improved quality of working life.

Outcome of the Review

It is important to note that the literature on the relationship between job satisfaction and productivity was neither found conclusive nor consistent. However, studies dating back to Herzberg's[5] have shown at least low correlation between high morale and high productivity, and it does seem logical that more satisfied workers will tend to add more value to an organization.[6] Unhappy employees, who are motivated only by a fear of losing the job, will not give 100 percent of their effort for very long. Though fear is a powerful motivator, it is also a temporary one, and as soon as the threat is lifted off performance will decline. Owing to such reasons, the urge to investigate the level of job satisfaction and its effects has been of interest to organizations and researchers since long. Hawthorne studies and other studies conducted by the behavioral school of thoughts have overemphasized the importance of job satisfaction for the organizational success[7] and stressed that the lack of satisfaction can lead to serious consequences. Among such consequences, one is the intent to turnover[8], which can lead to the second, the occurrence of actual turnover activity.[9] Implications of turnover intention may have

domino effect on other human resource concerns including quality of service, productivity and ultimately overall organizational success.[10] Further to these effects it may also lead to over expenses on recruitment and training of the new replacement, besides its negative affect on service delivery and productivity.[11] Hence, Job satisfaction indicates as to how content an individual is with his or her job. The happier people are on their job, the more satisfied they are. Job satisfaction is not the same as motivation, although it can be measured by the level and magnitude of performance. Job design, work environment and individual inputs are the key factors that influence level and degree of motivation, in turn effect job productivity.
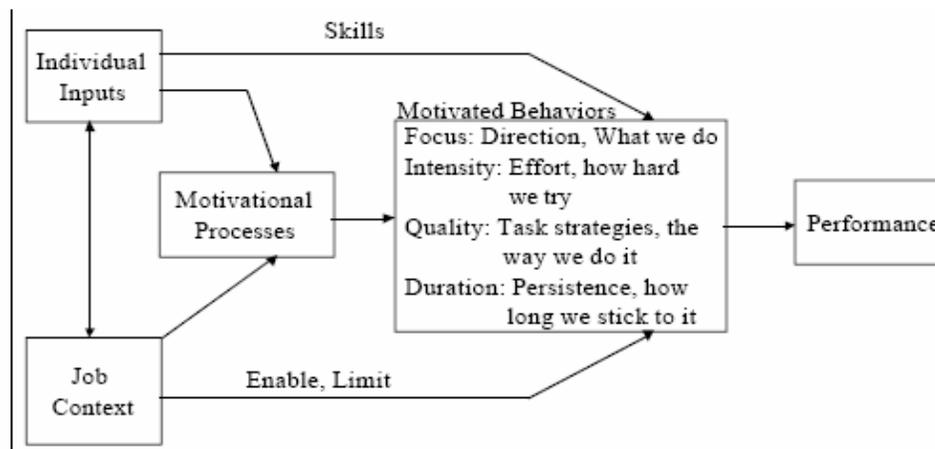
Source: Adapted from TR Mitchell, 'Matching Motivational Strategies with Organizational Context' in Research in Organizational Behavior,vol-19,edsLL Cummings and BM Staw, Grrenwich, JAI Press, 1997, p.63

Other influences may include; the management style and culture, employee involvement, empowerment, job rotation, job enlargement and job enrichment and autonomous work groups etc.
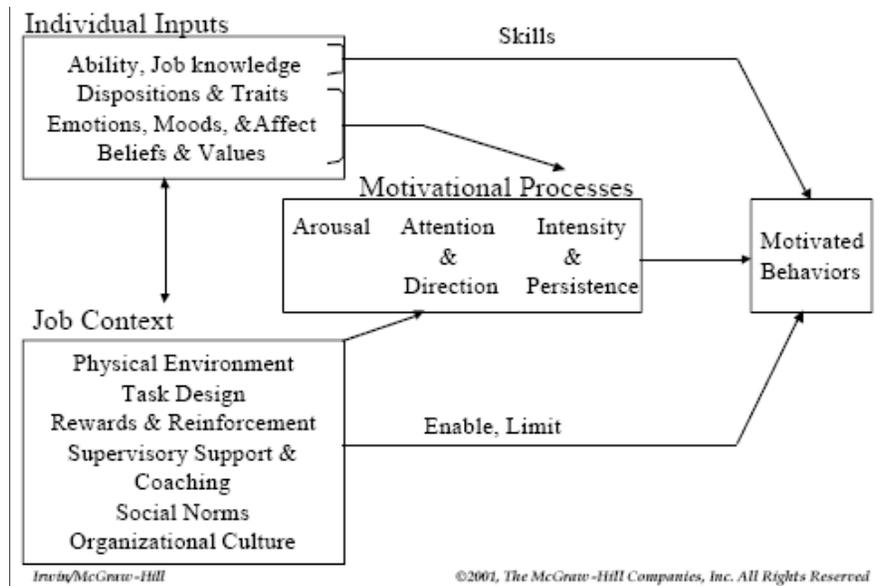
Since job satisfaction and turnover are important factors in organizational effectiveness, therefore, the issue has always been the focus of organizational leaders and researchers, as they want to know more about the constructs of job satisfaction and intent to turnover and their potential relationship. One of the reasons that compels the managers to care about the job satisfaction of their under command employees as determined by various research studies that it can be used to predict job separations, quits and labour productivity.[12] Job satisfaction is a topic of considerable interest to employers since it is likely to influence a worker's, and hence the firm's, performance. Productivity and profitability are likely to be higher if workers have a high level of job satisfaction. Job turnover is also likely to be higher in firms that have a low level of job satisfaction, thereby resulting in higher training costs. It is also important for workers to be happy in their work, given the amount of time they have to devote to it throughout their working lives. Job

satisfaction is obviously a topic deserving attention from managers and leaders at all levels. Most of the literature that happened to be under my review during the process of this research contains various studies that have focused specifically on one aspect of job satisfaction, namely, satisfaction with pay or any other single independent variables. Some have been estimating the extent to which a worker's job satisfaction is determined by comparisons with other reference groups as well as by variables such as actual pay and hours worked or the impact of factors relating to the job itself, e.g. freedom enjoyed by a worker in doing the job, work place environment, hygienic conditions, acknowledgement and rewards etc.

Review of the Literature

This research study, during the process of its quest for the related literature after finding nothing in Pakistan, jumped across national boundary using Internet which yielded positive results in this regard. The key independent variables of interest of this literature review that help in investigation of present research on the role of job satisfaction on turn over intentions, were considered organizational commitment and job satisfaction. However, a number of other types of variables often identified in the literature as important for understanding turnover and/or working conditions in correctional facilities specifically are also introduced as controls. These include organizational characteristics, economic opportunity for changing jobs, demographic characteristics, intended behavior, and controls for geographic region. The literature review conducted provides a sound foundation to this research to extend previous efforts by bringing together in one multivariate analysis an effort to control relevant organizational, demographic, opportunity, behavioral, and related variables while simultaneously assessing the

contributions of organizational commitment and job satisfaction on turnover. The studies hypothesizing on various independent variables having strong influence on job satisfaction and turn over intentions or otherwise as concluded by various researches were as follows:

1. **Antecedents to Temporary Employee's Turnover Intention[13]:**

    It is an exploratory study that used temporary workers, a model based on social exchange and social identity theories was developed and tested. Results revealed that, for both the temporary employee attitudes toward the client organization and the temporary employee attitudes toward the temporary agency, there was a positive association between job satisfaction and organization commitment and negative associations between job satisfaction and turnover intention and organizational commitment and turnover intention. Concerning the "crossover effects", results showed that job satisfaction with the client organization had a weak positive association with organizational commitment for the temporary agency and organizational commitment for the temporary agency had a weak negative association with turnover intention for the client organization. Managerial implications of these results are discussed.

2. **Understanding the Impact of Personality Traits On Individuals' Turnover Decisions[14]:** Historically, researchers have sought to identify environmental causes of employee turnover. This paradigm has underemphasized the individual differences as being an important cause of individuals' turnover decisions. The results of the meta-analysis show that personality traits do have an impact on individuals' turnover intentions and

behaviors. The substantial part of the studies reviewed by the meta analysis points to the five key dimensions as often referred to as the *Big Five* dimensions of personality[15]*:*

- **Conscientiousness:** The extent to which individual are hardworking, organized, dependable, and persevering versus lazy, disorganized and unreliable. Common features of this dimension include high levels of thoughtfulness, with good impulse control and goal-directed behaviors. Those high in conscientiousness tend to be organized and mindful of details.

- **Extro-version:** The degree to which individuals are gregarious, assertive, and sociable versus reserved, timid, introvert and quiet. This trait includes characteristics such as excitability, sociability, talkativeness, assertiveness, and high amount of emotional expressiveness.

- **Agreeableness:** This personality dimension includes attributes such as cooperation, warmth, trust, altruism, kindness, affection, and other pro-social dispositions.

- **Emotional Stability or Neuroticism:** Individuals high in this trait tend to experience emotional instability, anxiety, moodiness, irritability, and depression.

- **Openness:** This trait features characteristics such as imagination and insight, and those high in this trait also tend to have a broad range of interests.

A large number of studies indicate that employees who are low on emotional stability, conscientiousness, insight or cooperation/

teamwork they may tend to quit for reasons other than dissatisfaction with their jobs or not being able to perform their jobs well. Similarly high degree of emotional stability and conscientiousness were found associated with high degrees of performance across all occupational groups and all measures of performance.

Impact of personality variable
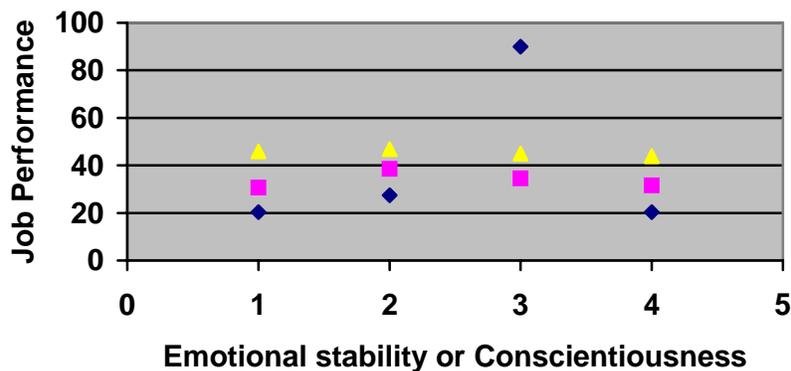
3. **Internal Marketing can Reduce Employee Turnover[16]**: The research study indicates that internal marketing is more than listening to the employees and staff of a company and telling them what is happening and what your company is going to do. The research calls it a strategy to reduce employee turnover and the related high costs. Internal marketing is a strategy of applying marketing philosophy and principles to people who serve the external customer so that (1) the best possible people can be employed and retained and (2) they will do the best possible work. It can be regarded as a company's efforts to communicate with and motivate employees to share in the goal of improving customer satisfaction. The overall objective of

internal marketing is to develop and retain motivated personnel within an environment that reduces fluctuations in service quality and increases customer consciousness.

4. **Effects of Career Plateauing On Turnover: A Test Of A Model[17]:** The research was based on questionnaires from 223 organizational members and analyzed to test the extent to which career plateaus were positively associated with intentions to leave and that structure and content plateaus explained unique variation in turnover intentions after considering job satisfaction, organizational commitment, job search behavior, and several demographic characteristics. Findings supported both of these hypotheses. The authors also found that career plateaus influenced turnover intentions differently than job satisfaction and commitment in that plateaus directly influenced intentions rather than being mediated through job search behaviors.

5. **The effects of Employee Satisfaction, Organizational Citizenship Behavior, and turnover[18]:** This study addresses the issue of whether positive employee attitudes and behaviors influence business outcomes or whether positive business outcomes influence positive employee attitudes and behaviors. The studies hypothesized that employee satisfaction, organizational citizenship behavior, and employee turnover influence profitability and customer satisfaction. One of the study gathered the data from the units of a regional restaurant chain via employee surveys, manager surveys, customer surveys, and organizational records. Cross-lagged regression analyses show that employee attitudes and behaviors at Time 1 are related

to organizational effectiveness at Time 2. Additional cross-lagged regression analyses show no significant relationship between organizational effectiveness at Time 1 and the employee attitudes and behaviors at Time 2. These results add to the evidence that HR outcomes influence business outcomes, rather than the other way around.

6. **Achieving Organizational Prosperity through Employee Motivation and Retention: A Comparative Study of Strategic HRM Practices in Malaysian Institutions[19]:** The findings reveal there were significant differences across the study countries. Moreover, the study results demonstrate that, while an attractive pay package is effective in manifesting job motivation, complementary strategic human resources practices are profoundly important in reducing staff turnover. These findings are discussed in terms of the other application aspects of well-integrated human resource practices. Other studies that also pointed out the importance of pay package in enhancing job satisfaction and controlling turnover intentions were:

   - Cotton and Tuttle in his article, "Employee Turnover: A Meta-Analysis and Review with Implications for Research", finds negative relationship between pay and turnover.[20]
   - Lakhani, in his famous article, "The Effect of Pay and Retention Bonuses on Quit Rates in the US Army", concluded, that quit rates were negatively related to pay level and to the size of the bonus offered.[21]

- Koh and Goh, in their case study research on Singapore: An analysis of the factors affecting the turnover intention of non-managerial clerical staff' prove that satisfaction with financial rewards and turnover intention was negatively associated with each other.[22]

- Mark in his research: "Job Turnover Intentions Among Pharmacy Faculty", finds that the most frequently cited reasons for leaving current institution were followed by poor salary and pay package. [23]

- Krau in his paper "turnover analysis and prediction from a career developmental point of view" argues that there is positive relationships between pay and control on turnover.[24]

7. **Alternative Employment Opportunities and Turnover:**

   Carsten and Spector in their study "Unemployment, job satisfaction, and employee turnover" concluded that correlation between job satisfaction and turnover is high when unemployment is low.[25] Similarly, Michaels and Spector stress that if a person has the intention to leave his job, he or she most likely would leave when an alternative job is available to him or to her.[26] Thus when alternative employment opportunity is available, employees' turnover will be high.

8. **Pay and Job Satisfaction:** According to several researchers, monetary compensation and job satisfaction are positively associated with each other. Souza-Poza identified that pay is a predictor of job satisfaction.[27] Joanne Miller found that workers who were paid highly showed a greater job satisfaction.[28]

9. **Supervision and Job Satisfaction:** Many researchers have established a positive relationship between job satisfaction and supervision. Billingsley holds that dissatisfaction with management or supervision leads to job dissatisfaction.[29] According to Ting employees feel more job satisfaction if supervisor assists and co-operates with them in accomplishing tasks.[30] If this relationship is good, sub-ordinate will be satisfied with his overall job otherwise he won't be.

10. **Promotion and Job Satisfaction:** The relationship between promotion and job satisfaction is positive according to many researchers. Tutuncu and Kozak's research study of Turkish Hotel industry identified that factors contributing to job satisfaction in hotel industry were: the work itself, supervision and promotion.[31]

11. **Working Conditions and Job Satisfaction:** job content, conditions of service and working environment were identified as key factors that could increase job satisfaction. [32]

12. **Coworkers Integration and Job Satisfaction**: DeVaney and Chen found that coworkers' relation was a strong determinant of job satisfaction.[33]

13. **Social Status and Job Satisfaction:** According to many studies, social status and job satisfaction are related to each other. According to Wong Ting Hong teachers showed a mean satisfaction of 0.158 with social status. It shows that teachers are not satisfied with social status.[34]

14. **Age and Turnover:** There exists a strong negative relationship between age and turnover.[35] Many others support the findings that age is negatively related to intention to quit.

15. **Tenure and Turnover:** Tenure and turnover are negatively related to each other. According to Porter and Steers[36], tenure and turnover were significantly and negatively associated with each other. The longer the employee stays with the same organization the less likely he/she is to resign.

16. **Educations and Turnover:** The literature review also reveals that more educated workers more frequently quit their organization as compared to less educated workers.[37] Whereas, Clark while locating the determinants of employees turnover behavior holds that "more educated staff at the bank was actually more likely to resign than less educated staff". [38]

17. **Gender and Turnover:** According to Cotton and Tuttle[39], female workers are more likely to quit organization than male workers. Few other researchers like Weisberg and Kirschenbaum[40] reinforce the Cotton and Tuttle findings when found the same relationship between gender and turnover as Cotton and Tuttle did.

Findings

- Frequently, work underlies self-esteem and identity while unemployment lowers self-worth and produces anxiety. At the same time, monotonous jobs can erode a worker's initiative and enthusiasm and can lead to absenteeism and unnecessary

turnover. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

- Organizations can help to create job satisfaction by putting systems in place that will ensure that workers are challenged and then rewarded for being successful. Organizations that aspire to creating a work environment that enhances job satisfaction need to incorporate the following:

   o Flexible work arrangements, possibly including telecommuting

   o Training and other professional growth opportunities

   o Interesting work that offers variety and challenge and allows the worker opportunities to "put his or her signature" on the finished product

   o Opportunities to use one's talents and to be creative

   o Opportunities to take responsibility and direct one's own work

   o A stable, secure work environment that includes job security/continuity

- An environment in which workers are supported by an accessible supervisor who provides timely feedback as well as congenial team members

- Flexible benefits, such as child-care and exercise facilities

- Up-to-date technology

- Competitive salary and opportunities for promotion

- Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved regularity and punctuality and worker morale. Job satisfaction is also linked to a healthier work force and has been found to be a good indicator of longevity. And although only little correlation has been found between job satisfaction and productivity.

- There are many factors that affect job satisfaction and that what makes workers happy with their jobs varies from one worker to another and from day to day. Apart from the factors mentioned above, job satisfaction is also influenced by the employee's personal characteristics, the manager's personal characteristics and management style, and the nature of the work itself. Also, managers can enhance job satisfaction by carefully matching workers with the type of work. For example, a person who does not pay attention to detail would hardly make a good inspector, and a shy worker is unlikely to be a good salesman. As much as possible, managers should match job tasks to employees' personalities.

- **Workers' Roles in Job Satisfaction**: If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well-being on the job. The following suggestions can help a worker find personal job satisfaction:

  o Seek opportunities to demonstrate skills and talents. This often leads to more challenging work and greater responsibilities, with attendant increases in pay and other recognition.

  o Develop excellent communication skills. Employer's value and reward excellent reading, listening, writing, and speaking skills.

  o Know more. Acquire new job-related knowledge that helps you to perform tasks more efficiently and effectively. This will relieve boredom and often gets one noticed.

  o Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often result in recognition as well as in increased responsibilities and rewards.

  o Develop teamwork and people skills. A large part of job success is the ability to work well with others to get the job done.

  o Accept the diversity in people. Accept people with their differences and their imperfections and learn how to give and receive criticism constructively.

    o   See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself. This helps to give meaning to one's existence, thus playing a vital role in job satisfaction.

    o   Learn to de-stress. Plan to avoid burnout by developing healthy stress-management techniques.

- **Determinants of Job Satisfaction:** The review of literature reveals that job satisfaction is an outcome resulting from the interaction of several variables. Personality type, coping skills, procedural justice, locus of control, and organizational involvement are all factors that affect job satisfaction. The literature under review looks at other factors such as age, education level, sex, shift, and part or full-time status to see how they affect job satisfaction. Results showed that there were few other major predictors of job satisfaction: thinking all employees are treated equally by their boss, sex (females were more satisfied than males), and employees seeing themselves having a future in their present job. Though job satisfaction is difficult to measure and is dependent on a number of factors, management may reduce levels of dissatisfaction and control workplace conflicts through common objectives like career development, training, appropriate rewards and improvements in the quality of working life.

Conclusion

Employee's job satisfaction and retention at work place have always been important issues for managers. Job satisfaction means something different to different people at work place. For some one it is respect they

earn from the bosses, for some it is the money they make out of it and for others it is the job itself because they love what they do. In whatever way one may defines it one thing is definite that it leads to corresponding level of work performance and productivity. Since, satisfied employees tend to be more productive, creative and committed to its organization and work place therefore, work place environment must be able to attract, motivate and retain creative, committed and hardworking individuals. It is often quoted that a joyful heart makes a cheerful face and a sad heart makes a despondent mood thus satisfaction equates happiness and contentment. Hence, to make an employee happy and satisfied with its job, it is necessary to make its living & working environment satisfying. Employee's level of job satisfaction can be influenced by a long range of factors, that may include the level of pay and benefits, perceived fairness of the promotion system within the organization, the quality of the working conditions to leadership and social relationships. To nurture one emotionally and remind one of the importance of his / her work, the job must have inbuilt opportunities for recognition and reward. Job dissatisfaction results in increased absenteeism and turnover that in turn affects continuity and consistency at work place and adds to recruitment and retraining cost.

End Notes:

---

[1] Locke, 1976 cited in Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: affect in the workplace. Annual Review of Psychology, 53, 279-307, p. 282

[2] Cranny, Smith & Stone, 1992 cited in Weiss, H. M. (2002). Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. Human Resource Management Review, 12, 173-194, p.174

[3] Brief, 1998 cited in Weiss, H. M. (2002). Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. Human Resource Management Review, 12, 173-194, p. 174

[4] Weiss, H. M. (2002). Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. Human Resource Management Review, 12, 173-194

[5] Herzberg, F., Mausner, B., Peterson, R. O., and Capwell, D. F. (1957). *Job Attitudes: Review of Research and Opinion*. Pittsburgh: Psychological Service of Pittsburgh

[6] R. Hackman, G. R. Oldham (1976). "Motivation through design of work". *Organizational behaviour and human performance* 16: 250-279.

[7] Vroom, V.H. (1964). *Work and Motivation*. New York: John Wiley & Sons.

[8] Brayfield, A.H. & Rothe, H.F. (1951). An index to job satisfaction. *Journal of Applied Psychology*, 35(5), 307-311. Also see: Porter, L. W. & Steers, R.M. (1973). Organizational, work and personal factors in employee turnover and absenteeism. Psychological Bulletin, 80(2), 151-176.

[9] Lambert, E.G., Hogan, N.L., & Barton, S.M. (2001). The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers. Social Science Journal, 38(2), 233-251.

[10] Test, D.W., Flowers, C., Hewitt, A. & Solow, J. (2003). Statewide study of the direct support staff workforce. Mental Retardation, 41(4), 276-285.

[11] Meyer J.P. & Allen, N.J. (1997). Commitment in the Workplace, Theory, Research and Application. Thousand Oaks, CA. Sage Publications.

[12] Hamermesh D., 1977, "Economic aspects of job satisfaction", in *Essays in Labor Market Analysis*, edited by Ashenfelter O and Oates W, Toronto: John Wiley&Son.

[13] Selvarajan, T T Rajan, "Antecedents to Temporary Employee's Turnover Intention**",** *Journal of Leadership & Organizational Studies*, September 2005

[14] Zimmerman, Ryan D, "Understanding the Impact of Personality Traits on Individuals' Turnover Decisions", *Personnel Psychology*, July, 2008

[15] Jerald, Robert A. Baran, 2000, *Behavior in Organization*, Prentice Hall, New Jersey, pp. 102-104

[16] Cosenza, Robert M, "Internal Marketing can Reduce Employee Turnover", *Supervision,* December, 1997

[17] Heilmann, et al, "Effects of Career Plateauing On Turnover: A Test Of A Model*" Journal of Leadership & Organizational Studies,* August, 2008

[18] Koys, Daniel J, " The effects of employee satisfaction, organizational citizenship behavior, and turnover" *Personnel Psychology*, April, 2001

[19] Chew, Y. T. (2005). Achieving Organisational Prosperity through Employee Motivation and Retention: A Comparative Study of Strategic HRM Practices in Malaysian Institutions, *Research and Practice in Human Resource Management*, 13(2), 87-104.

[20] Cotton, J. L. & Tuttle, J. M. (1986). Employee Turnover: A Meta-Analysis and Review with Implications for Research*. Academy of Management Review,* Vol. 11, No. 1, 55-70.

[21] Lakhani, H. (1988). The Effect of Pay and Retention Bonuses on Quit Rates in the US Army. Industrial & Labor Relations Review, 41, 430-438.

[22] Koh, H.C. and Goh, C.T. 1995. An analysis of the factors affecting the turnover intention of non managerial clerical staff: A Singapore study. The International Journal of Human Resource Management, 6(1)

[23] Mark H. Conklin and Shane P. Desselle, Job Turnover Intentions Among Pharmacy Faculty American Journal of Pharmaceutical Education 2007; 71 (4) Article 62

[24] Krau, E. (1981), turnover analysis and prediction from a career developmental point of view. Personnel Psychology, 34(60), pp771-790

[25] Carsten, J.M. & Spector, P.E. (1987). Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model. Journal of Applied Psychology, 72, 374-381.

[26] Michaels, C.E. & Spector, P.E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. Journal of Applied Psychology, 67, 53-59.

[27] Sousa-Poza A, Sousa-Poza AA (2000). Well-being at Work A Cross- National Analysis of the Levels and Determinants of Job Satisfaction. J. Socio-Economics. 12: 517-538.

[28] Joanne Miller, "Individual and Occupational Determinants of Job Satisfaction," Work and Occupations, August 1980, pp. 337-66

[29] Billingsley, B.S., & Cross, L.H. (1992). Predictors of commitment, job satisfaction, and intent to stay in teaching: A comparison of general and special 127 educators. Journal of Special Education, 25(4), 453-472

[30] Ting, Y. (1997). Determinants of job satisfaction of federal government employees. Public Personnel Management, 26(3), 313-335.

[31] Tutuncu O, Kozak M (2006). An investigation of factors affecting job satisfaction, Int. J of Hospitality and Tourism Admin. DOI: 101300/J149v08n01_01. 8(1): 1-19

---

[32] Onu MO, Madukwe MC, Agwu AE (2005). Factors affecting Job Satisfaction of front-line extension workers in Engunu State agricultural development program, Nigeria, Agro-Sci. 4: 19-22

[33] DeVaney SA, Chen ZS (2003). Job Satisfaction of recent graduates in Financial services, US Department of Labour. Bureau of Labour Statistics, Compensation and Working Conditions.
(http://www.bls.gov/opub/cwc/cm20030522ar01p1.htm)

[34] Wong ting-hong the impact of job satisfaction on intention to change jobs among secondary school teachers in Hong Kong. CUHK Education Journal vol.17 No.2 pp 176-185

[35] Porter, L. W. & Steers, R. M. (1973). Organizational, Work, and Personal Factors in Employee Turnover & Absenteeism. Psychological Bulletin, 80, 151-176.

[36] Ibid;

[37] Cotton, J. L. & Tuttle, J. M. (1986). Employee Turnover: A Meta-Analysis and Review with Implications for Research. Academy of Management Review, 11, 55-70.

[38] Clark-Rayner, P. & Harcourt, M. (2000). The Determinants of Employee Turnover Behaviour: New Evidence from a New Zealand Bank, Research and Practice in Human Resource Management, 8(2), 61-71

[39] Cotton, J. L. & Tuttle, J. M. (1986). Employee Turnover, opcit

[40] Weisberg, J., Kirschenbaum, A. (1993), "Gender and turnover: a re-examination of the impact of sex on intent and actual job changes", *Human Relations*, Vol. 46 pp.987-1006