



Exploring Job Satisfaction and Its Impact on Organizational Commitment and Turnover Intention

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Abstract

This study was conducted with a sample of 100 employees from the production sector and 82 employees from the service sector. The study focuses on exploring the intricate relationships between job satisfaction, organizational commitment, and turnover intention, with the aim of identifying statistically significant associations among these variables. By thoroughly analyzing data from the participants, the research seeks to understand how these factors interact within an organizational setting. The findings strongly support the hypotheses, demonstrating that higher levels of job satisfaction are positively linked to all three dimensions of organizational commitment— affective, continuance, and normative commitment. Specifically, the results indicate that when employees are satisfied with their jobs, they tend to exhibit stronger emotional attachment to their organization (affective commitment), a greater sense of obligation to remain (normative commitment), and a perceived cost of leaving (continuance commitment). On the other hand, turnover intention, or the likelihood of employees wanting to leave the organization, is found to be negatively correlated with both job satisfaction and organizational commitment. This implies that employees who experience high levels of job satisfaction and organizational commitment are less likely to consider leaving their jobs. These findings highlight the importance of fostering a positive work environment where employees feel satisfied and committed, as this can significantly reduce turnover intention and contribute to a more stable and engaged workforce. The implications of the study suggest that organizations aiming to retain talent should focus on enhancing job satisfaction and strengthening organizational commitment across all dimensions.

Keywords: Job Satisfaction, Organizational Commitment, Turnover Intention

JEL Codes: M12, J28, L20

1. INTRODUCTION

In today's fast-paced and ever-evolving business environment, particularly in the 2000s, one of the most crucial elements that can drive organizational success is a workforce that is committed, productive, highly motivated, and innovative. The role of human capital has become increasingly significant as organizations navigate rapid technological advancements, globalization, and shifting market dynamics. A well-engaged and motivated workforce is not only essential for day-to-day operations but also for long-term sustainability and competitive advantage. As organizations face the pressures of constant change, employee satisfaction and organizational commitment have emerged as critical factors that influence overall performance. Employee satisfaction is no longer just about financial compensation or job security; it encompasses factors like meaningful work, opportunities for personal and professional growth, a supportive work environment, and recognition. When employees feel valued and fulfilled, they are more likely to invest their energy and creativity into their roles, leading to higher productivity and innovation.

Organizational commitment, on the other hand, represents the emotional and psychological bond employees form with their organization. This commitment drives loyalty and reduces turnover, helping organizations retain top talent. A committed workforce is also more resilient in times of change or crisis, as employees with a strong sense of attachment to the organization are more likely to stay focused on long-term goals and contribute to problem-solving efforts. The relationship between job satisfaction and commitment is symbiotic; when employees are satisfied with their roles and the organization's culture, their commitment deepens, leading to better performance outcomes. Moreover, the ability of organizations to stay competitive in the marketplace is heavily dependent on their capacity to innovate and adapt to changes. A highly motivated and innovative workforce is key to driving this adaptability. Employees who feel empowered and engaged are more likely to contribute new ideas, embrace change, and seek continuous improvement. This culture of innovation not only enhances organizational flexibility but also strengthens its ability to respond to emerging trends, technological disruptions, and customer demands. Additionally, organizations must recognize the importance of supporting the individual development of their employees. By offering opportunities for learning, upskilling, and career advancement, companies can ensure that their workforce remains competitive in a rapidly changing landscape. Employees who feel that their personal and professional growth is valued by the organization are more likely to remain committed and engaged. To truly harness the potential of their human resources, organizations must also ensure that employees are active participants in decision-making processes and organizational initiatives. Encouraging employee involvement fosters a sense of ownership and accountability, leading to higher levels of engagement and loyalty. When employees feel that their voices are heard and their contributions are valued, they are more likely to align their personal goals with the organization's mission, resulting in a more cohesive and productive work environment.

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The success, survival, and competitive power of organizations in the 21st century depend heavily on their ability to cultivate a committed, satisfied, and innovative workforce. By focusing on employee satisfaction, organizational commitment, and active participation, organizations can create a positive work culture that drives both individual and collective growth, leading to long-term success in an increasingly complex and competitive world. The objective of this study is to develop a deeper understanding of the interrelationships between job satisfaction, organizational commitment, and turnover intention. Job satisfaction, as described by Ivancevich, refers to the attitude individuals hold toward their jobs, which is shaped by how they perceive their work environment and conditions. According to Greenberg, job satisfaction encompasses both positive and negative feelings that a person may have about their job. In a broader sense, it reflects the overall emotional response of an individual towards their work. In 1990, Allen and Meyer defined organizational commitment as the emotional bond or connection an individual forms with their organization. This commitment reflects the degree to which employees identify with the organization and feel a sense of loyalty and attachment to it. Organizational commitment can manifest in various forms, including affective, continuance, and normative commitment, each contributing differently to how employees perceive their relationship with the organization. Turnover intention, on the other hand, refers to an individual's behavioral inclination or intention to leave the organization. It represents a mental and emotional state where an employee contemplates withdrawing from their current employment. While turnover intention is the cognitive precursor to leaving, actual turnover refers to the physical separation or departure of the individual from the organization. The distinction between these two concepts is essential, as turnover intention does not always result in actual turnover, but it serves as a critical indicator of potential employee disengagement. By investigating these constructs—job satisfaction, organizational commitment, and turnover intention—this study aims to identify the dynamics that influence employee retention and turnover within organizations. Understanding these relationships is crucial for developing strategies to enhance employee engagement, improve organizational loyalty, and ultimately reduce turnover rates, leading to a more stable and productive workforce.

2. LITERATURE REVIEW

Most definitions of job satisfaction closely align with the concept of attitudes, as job satisfaction is widely regarded as an attitude toward one's job. Ivancevich and Matteson (1990) explain that job satisfaction stems from an individual's perception of their job. This perception encompasses a range of emotions and feelings about the work environment, commonly referred to as "affect." The affective or emotional component of job satisfaction involves positive, neutral, or negative feelings directed at what is known as the "attitude object"—in this case, the job itself (Greenberg and Baron, 2000). These emotional responses can vary widely; some definitions, like those by Ward and Sloane (1999), treat job satisfaction as a unidimensional construct, where individuals are either generally satisfied or dissatisfied with their jobs. This view simplifies job satisfaction into a singular emotional reaction. However, it is also recognized that job satisfaction is a more complex, summary evaluation that people make based on multiple facets of their work experience. The level of job satisfaction varies between individuals due to both job-related factors, such as the nature of the work, organizational culture, and work conditions, and individual factors, such as personal expectations, values, and career aspirations.

While job satisfaction is often defined as an attitude toward one's job, the depth of this attitude is influenced by a combination of emotional responses, job-related circumstances, and individual differences. Understanding these layers is essential for effectively addressing job satisfaction and improving the overall work experience for employees. Wages and salaries are key contributors to job satisfaction. Compensation not only allows employees to meet their basic needs but also plays a crucial role in fulfilling higher-level needs (Luthans, 1992). A study involving 2,000 managers revealed a strong positive correlation between wage levels and job satisfaction, even when the managerial level was controlled for. This underscores the importance of adequate financial rewards in shaping employees' attitudes toward their jobs. Since the publication of Herzberg, Mausner, and Snyderman's influential monograph, *The Motivation to Work* (1959), substantial evidence has emerged supporting the idea that the nature of the work itself is a significant factor in job satisfaction (Feldmann and Arnold, 1985). Employees who find their tasks meaningful and engaging are more likely to experience higher levels of satisfaction. This highlights the importance of job design and the intrinsic value of the work in fostering positive employee attitudes. Supervisory behavior is another critical element influencing employees' reactions, particularly during challenging situations. Research has shown that employees who perceive their supervisors as approachable and responsive are more inclined to voice their concerns, leading to better problem resolution and, ultimately, higher job satisfaction. The quality of the supervisor-employee relationship can have a profound impact on workplace morale and communication.

Promotion opportunities also play a pivotal role in shaping job satisfaction. When employees perceive limited prospects for advancement, they may experience dissatisfaction or frustration. Sirato's well-known study found a negative relationship between promotional frustration and employees' attitudes toward their company, indicating that the lack of upward mobility can have a detrimental effect on organizational commitment and overall job satisfaction (Feldmann and Arnold, 1985). Peer interaction is another essential component of job satisfaction. In a study conducted in the automobile industry, it was discovered that workers who felt isolated from their peers were more likely to dislike their jobs. Similarly, only 43% of employees classified as "isolates" within workgroups reported high levels of job satisfaction (Feldmann and Arnold, 1985). This finding highlights the importance of social connections and teamwork in the workplace, emphasizing that strong relationships with colleagues can enhance job satisfaction and improve the overall work experience.

Factors such as wages, the nature of the work, supervisor behavior, promotion opportunities, and peer interactions all play crucial roles in determining job satisfaction. By understanding and addressing these elements, organizations can

create a more positive and satisfying work environment for their employees.

Providing favorable physical working conditions, such as cleanliness, proper lighting, and adequate tools and equipment, enables employees to perform their tasks more easily, comfortably, and efficiently. These conditions create an environment where workers can focus on their duties without unnecessary hindrances. Additionally, flexible working arrangements, including flexible schedules, job sharing, and shorter workweeks, are highly valued by employees as they allow for a better work-life balance, enabling individuals to pursue personal interests and hobbies outside of work (Feldmann and Arnold, 1985). When individuals are satisfied with their jobs, they are more likely to remain in their professions for longer periods. Job satisfaction often correlates with normative commitment, where employees feel a sense of duty, loyalty, or obligation to stay with an organization. Research by Hackett, Bycio, and Hausdorf has shown that job satisfaction positively influences normative commitment, reinforcing the idea that when employees are content with their roles, they are more inclined to remain loyal to their organizations (Clugston, 2000). Work experiences also have profound effects on employees, influencing their attitudes and behaviors toward various aspects of their jobs. According to Lawler, employees' responses to their work—whether positive or negative—are shaped by a combination of factors, including their past work experiences (Cano and Miller, 2005). These experiences can impact how individuals perceive their current roles and responsibilities, ultimately affecting their level of satisfaction.

Age is another significant factor influencing job satisfaction. Studies have found that older workers tend to be more satisfied with their jobs compared to their younger counterparts (Kaya, 1995). This may be due to greater job security, more stable positions, or a better alignment of expectations over time. The positive relationship between age and job satisfaction has been consistently supported by research. Gender also plays a role in job satisfaction. A large-scale economic study conducted by Clark in 1997, using data from the 1991 British Household Panel Survey (BHPS), revealed that women generally reported higher levels of job satisfaction than men, assuming all other factors remained constant. This finding highlights the importance of considering gender differences when analyzing job satisfaction across different work environments. Educational background and career orientation also influence job satisfaction. Dold and Duff's study observed that graduates from career-oriented disciplines tend to report higher levels of job satisfaction compared to graduates from other fields. For instance, individuals in agriculture and education reported some of the highest levels of job satisfaction, with 64% of respondents in these categories stating they were very satisfied with their jobs (Andres and Grayson, 2002). This suggests that individuals in professions with clear career pathways and purpose-driven work are more likely to experience high levels of satisfaction. Job satisfaction is influenced by a variety of factors, including working conditions, job flexibility, normative commitment, age, gender, and educational background. By understanding and addressing these factors, organizations can create work environments that enhance employee satisfaction, leading to greater retention, loyalty, and overall performance. Meyer and Allen (1993) present an alternative perspective on organizational commitment by categorizing it into three distinct components: (i) emotional attachment, known as affective commitment, (ii) the perceived costs of leaving, termed continuance commitment, and (iii) personal values and a sense of duty, referred to as normative commitment (Brief, 1998). Each of these components offers a unique way of understanding the different forms of commitment that employees may develop toward their organization. Affective commitment, as described by Meyer and Allen (1993), refers to an employee's emotional attachment to, identification with, and involvement in their organization. Employees with high levels of affective commitment genuinely feel a sense of belonging and connection to their organization. This form of commitment is often influenced by factors such as personal characteristics, organizational structures, and work experiences, including compensation, supervision, role clarity, and skill variety (Hartmann, 2000). Employees who enjoy these aspects of their work are more likely to experience strong affective commitment, as they feel emotionally tied to the organization and its goals.

Continuance commitment reflects an attachment to the organization based on the perceived costs of leaving. Employees with high levels of continuance commitment recognize the potential losses they might face if they were to leave the organization, such as forfeiting benefits, seniority, or career stability. According to Becker (1960), this form of commitment is best understood through variables like age, education, and tenure, which often correlate with increased investments in the organization. As employees spend more time with the organization or receive further education and training, the perceived cost of leaving becomes greater, strengthening their continuance commitment. Thus, employees remain not because of a deep emotional bond, but because they fear the financial or professional consequences of departure. Normative commitment, the third component, is driven by an individual's sense of moral obligation to remain with the organization. Employees with strong normative commitment feel that staying with their employer is the "right" thing to do, often due to socialization processes that emphasize loyalty and obligation to the organization (Wiener, 1982). This commitment can also develop when employees receive benefits such as tuition payments, skill training, or other forms of organizational support, creating a sense of indebtedness or reciprocity (Scholl, 1981). In essence, employees with normative commitment stay with their organization out of a sense of duty and the belief that they owe something in return for the support they have received.

Meyer and Allen's three-component model of organizational commitment provides a comprehensive framework for understanding the different motivations that bind employees to their organizations. Affective commitment is driven by emotional attachment, continuance commitment is influenced by the perceived costs of leaving, and normative commitment is shaped by feelings of obligation. Understanding these distinct components can help organizations develop strategies to foster stronger employee loyalty and retention across various dimensions. Normative commitment develops based on a specific type of investment made by the organization in its employees, which creates a sense of obligation that can be difficult for employees to reciprocate fully (Meyer and Allen, 1993). This type of commitment often arises from actions such as providing employees with extensive training, benefits, or support that make them feel indebted to

the organization, leading to a sense of moral duty to remain loyal. Employee commitment to the organization has far-reaching effects on the individual, the organization, and society as a whole. As employees become more committed, they tend to exhibit fewer withdrawal behaviors, such as absenteeism or turnover, and engage more in positive organizational citizenship behaviors, which include going above and beyond their formal job responsibilities. Committed employees also receive both extrinsic rewards, like promotions and pay raises, and intrinsic rewards, such as personal satisfaction and a sense of accomplishment. For organizations, increased employee commitment results in higher productivity and lower turnover rates. For society at large, a more stable workforce with reduced job mobility contributes to greater overall productivity and economic stability (Mathieu and Zajac, 1990).

A significant number of studies on the antecedents of organizational commitment have concentrated on work experience variables, which consistently show strong correlations with affective commitment. Work experiences, such as job satisfaction, clear role expectations, and supportive work environments, have been found to be some of the strongest predictors of affective commitment. Mathieu (1991) demonstrated that there is a reciprocal relationship between job satisfaction and commitment, with satisfaction having a greater effect on commitment than the reverse. Cultural factors also play an essential role in shaping organizational commitment. Management practices and employee attitudes toward commitment are often deeply influenced by the cultural context in which an organization operates. A meta-analysis by Randall and O'Driscoll (1997) of 27 studies conducted in various countries revealed that personal characteristics such as age, tenure, gender, and education were significant predictors of organizational commitment in countries like England and Israel. However, these factors were found to be less significant in countries like Canada, highlighting the importance of considering cultural differences when studying commitment. Turnover intention, defined as an individual's behavioral intention to leave the organization, is distinct from actual turnover, which refers to the physical separation from the organization. Meta-analytical reviews by Tett and Meyer suggest that attitudes, including job satisfaction and commitment, are strong predictors of behavior, meaning that employees' attitudes toward their organization can reliably predict their likelihood of leaving (Böckermann and Ilmakunnas, 2004). Organizational commitment, particularly normative commitment, is shaped by the investments made by the organization in its employees and has significant implications for both the organization and society. Cultural factors, work experiences, and employee attitudes all contribute to the strength of this commitment, influencing important outcomes like turnover and job satisfaction.

3. METHODOLOGY

The sample for this study was drawn from two private sector organizations located in Istanbul. One of these organizations operates in the production sector, while the other is a service provider. The total sample consists of 182 individuals from both organizations. Participation in the study was voluntary, with 100 employees from Company X, which is in the production sector, and 82 employees from Company Y, which operates in the service sector.

4. FINDINGS

The data for this study was analyzed using the statistical software package SPSS 15.0. Descriptive statistics indicate that the sample consists of 182 employees from two different companies in Istanbul, representing distinct industries. The gender distribution of the sample is nearly equal, with 92 women (50.5%) and 90 men (49.5%). Age-wise, 35.2% of the participants (64 individuals) fall between the ages of 20 and 30, while 51.1% (93 individuals) are between 31 and 50 years old. A smaller portion, 13.7% (25 individuals), are aged 51 or older. The ages of the participants range from 22 to 63, with a mean age of 35.63 years (Mean = 35.63, Std. Dev. = 4.32, N = 182). Marital status is another important demographic factor, with 122 participants (67.0%) being married, while 60 participants (33.0%) are single. Thus, the majority of the sample is married. In terms of employment type, 3.8% (7 participants) are blue-collar workers, 24.2% (44 participants) are white-collar employees, 34.1% (62 participants) are specialists, 22.5% (41 participants) hold supervisory positions, and 15.4% (28 participants) are managers.

Regarding educational background, 3 participants (1.6%) are primary school graduates, 18 (9.9%) are high school graduates, 102 (56.0%) hold university degrees, 51 (28.0%) have a Master's degree, and 8 (4.4%) have obtained a Doctorate. Sector-wise, 54.9% of the sample (100 participants) work in the production sector, while 45.1% (82 participants) are from the service sector. The average tenure within the current organization is 12.18 years, with a standard deviation of 8.35. The minimum tenure is 3 months, and the maximum is 35 years. For total work experience, the mean is 9.79 years, with a standard deviation of 8.37, and a range from 3 months to 35 years. Reliability analyses were conducted for the scales measuring job satisfaction, organizational commitment, and turnover intention. The Cronbach's alpha values for these scales ranged between 0.800 and 0.970, indicating high reliability. The means, standard deviations, and reliability coefficients for each variable are presented in Table 1.

Table 1 presents the descriptive statistics for various organizational scales, including job satisfaction, organizational commitment, and turnover intention, along with their mean scores, standard deviations, and Cronbach's alpha values. The Cronbach's alpha values measure the internal consistency or reliability of the scales, with higher values (closer to 1) indicating greater reliability. The overall job satisfaction mean score is 3.7450, with a standard deviation of 1.176. The Cronbach's alpha for overall job satisfaction is 0.964, indicating excellent internal consistency. Job satisfaction is further divided into internal job satisfaction and external job satisfaction. Internal job satisfaction has a mean of 3.4607 with a standard deviation of 1.25452 and a Cronbach's alpha of 0.900, reflecting good reliability. External job satisfaction shows a higher mean of 4.0305 with a standard deviation of 1.09798 and a Cronbach's alpha of 0.920, indicating high reliability. For organizational commitment, the overall mean score is 3.4650, with a standard deviation of 1.2350 and a Cronbach's alpha of 0.936, which suggests strong reliability. Organizational commitment is further broken down into three

dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment has the highest mean score at 3.5976, with a standard deviation of 1.52378 and a Cronbach’s alpha of 0.970, indicating excellent internal consistency. Continuance commitment has a mean score of 3.5615 with a lower standard deviation of 0.91353 and a Cronbach’s alpha of 0.800, showing good reliability. Normative commitment has the lowest mean score among the commitment dimensions, at 3.2378, with a standard deviation of 1.26964 and a Cronbach’s alpha of 0.840, still reflecting good reliability.

Table 1: Descriptive Statistics

Scale	Mean	Std. Dev.	Cronbach α
Job Satisfaction (overall)	3.7450	1.176	0.964
- Internal Job Satisfaction	3.4607	1.25452	0.900
- External Job Satisfaction	4.0305	1.09798	0.920
Organizational Commitment (overall)	3.4650	1.2350	0.936
- Affective Commitment	3.5976	1.52378	0.970
- Continuance Commitment	3.5615	0.91353	0.800
- Normative Commitment	3.2378	1.26964	0.840
Turnover Intention	2.6610	1.5790	0.931

Lastly, the turnover intention scale has a mean score of 2.6610 with a standard deviation of 1.5790 and a Cronbach’s alpha of 0.931, indicating strong internal consistency. This shows that the turnover intention scale is a reliable measure of respondents’ likelihood of leaving the organization. All scales and subscales exhibit good to excellent internal consistency, as indicated by their high Cronbach’s alpha values. The data suggest that respondents generally report moderate to high levels of job satisfaction and organizational commitment, while turnover intention has a lower mean, indicating less inclination to leave the organization. Correlation analysis was employed to assess the relationships between the variables under investigation. The Correlation Matrix was recalculated using the subscales identified through factor analysis, as well as other relevant scales. Notably, some variables exhibited correlations higher than 0.70, suggesting a potential risk of multicollinearity. To address this, regression analysis was conducted, and the Variance Inflation Factor (VIF) scores were examined to test for multicollinearity. Since all VIF scores were below 10, it was determined that there is no significant multicollinearity among the variables, allowing them to be included in the research model. To further test the study’s hypotheses, regression analyses were performed, and the results are presented in Tables 2, 3, and 4. These tables provide detailed insights into the relationships between the variables, confirming the robustness of the model and the findings of the study.

Table 2: Regression Outcomes

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

Table 2 presents the regression outcomes analyzing the predictors of affective commitment, with internal job satisfaction and external job satisfaction as the independent variables. The table includes the β -coefficients (which indicate the strength and direction of the relationship), t-values (which assess the significance of each predictor), and p-values (which determine the statistical significance). The overall model performance is shown through the R², Adjusted R², and F value. The β -coefficient for internal job satisfaction is 0.621, indicating a strong positive relationship between internal job satisfaction and affective commitment. The t-value of 9.299 and p-value of 0.000 show that this relationship is highly significant, meaning that higher levels of internal job satisfaction significantly contribute to higher affective commitment. Similarly, external job satisfaction has a β -coefficient of 0.245, suggesting a positive, though weaker, relationship with affective commitment compared to internal job satisfaction. The t-value of 3.670 and p-value of 0.000 indicate that this relationship is also statistically significant, though less impactful than internal job satisfaction. The overall model explains a substantial proportion of the variance in affective commitment, as indicated by an R² value of 0.683. This means that 68.3% of the variance in affective commitment can be explained by the combination of internal and external job satisfaction. The Adjusted R² of 0.679 confirms that the model remains robust even when adjusting for the number of predictors. The F value of 192.809 suggests that the model as a whole is statistically significant. Both internal and external job satisfaction significantly predict affective commitment, with internal job satisfaction having a stronger influence. The model explains a large proportion of the variation in affective commitment, indicating that job satisfaction plays a crucial role in determining employees’ emotional attachment to the organization.

As illustrated in Table 2, there is a significant and positive relationship between affective commitment and internal job

satisfaction ($\beta = 0.621, t = 9.299, p = 0.000 < 0.05$). Similarly, a significant and positive relationship exists between affective commitment and external job satisfaction ($\beta = 0.245, t = 3.670, p = 0.000 < 0.05$). The R^2 value for this analysis is 0.683, indicating that 68.3% of the variation in affective commitment can be significantly explained by the independent variables. In hypothesis H2, it is proposed that there is a positive relationship between job satisfaction and continuance commitment. To test this hypothesis, multiple regression analysis was performed to examine the strength and direction of the relationship between these variables. The results from this analysis provide further insights into the validity of the proposed relationship.

Table 3: Regression Outcomes

Predictors	Continuance Commitment β	t	P
Internal Job Satisfaction	0.779	9.628	0.000
External Job Satisfaction	0.698	8.786	0.000
R^2	0.535		
Adjusted R^2	0.530		
F value	103.115		

Table 3 presents the regression outcomes analyzing the predictors of continuance commitment, with internal job satisfaction and external job satisfaction as the independent variables. The table includes the β -coefficients (which indicate the strength of the relationship), t-values (which test the significance of each predictor), and p-values (which determine statistical significance). The overall performance of the model is measured by R^2 , Adjusted R^2 , and F value. The β -coefficient for internal job satisfaction is 0.779, indicating a strong positive relationship between internal job satisfaction and continuance commitment. The t-value of 9.628 and p-value of 0.000 show that this relationship is highly significant. This suggests that higher levels of internal job satisfaction strongly contribute to increased continuance commitment, meaning employees feel a stronger need to stay with the organization due to internal satisfaction. Similarly, external job satisfaction has a β -coefficient of 0.698, also showing a strong positive relationship with continuance commitment. The t-value of 8.786 and p-value of 0.000 confirm that this relationship is statistically significant. While both predictors are important, internal job satisfaction has a slightly stronger influence on continuance commitment than external job satisfaction. The model explains a substantial portion of the variance in continuance commitment, as indicated by an R^2 value of 0.535. This means that 53.5% of the variance in continuance commitment can be explained by the combined effect of internal and external job satisfaction. The Adjusted R^2 of 0.530 shows that the model maintains its robustness even after accounting for the number of predictors. The F value of 103.115 indicates that the overall model is highly significant. Both internal and external job satisfaction are significant predictors of continuance commitment, with internal job satisfaction having a slightly stronger influence. The model explains over half of the variation in continuance commitment, suggesting that job satisfaction plays a crucial role in determining employees' need to stay with the organization based on personal or practical reasons.

As shown in Table 3, there is a significant and positive relationship between continuance commitment and internal job satisfaction ($\beta = 0.779, t = 9.628, p = 0.000 < 0.05$). Additionally, there is a significant and positive relationship between external job satisfaction and continuance commitment ($\beta = 0.698, t = 8.786, p = 0.000 < 0.05$). The R^2 value for this model is 0.535, indicating that 53.5% of the variation in continuance commitment can be explained by the independent variables. Hypothesis H3 suggests that there is a positive relationship between job satisfaction and normative organizational commitment. Multiple regression analysis was conducted to test this hypothesis. As presented in Table 4, there is a significant and positive relationship between normative commitment and internal job satisfaction ($\beta = 0.521, t = 5.955, p = 0.000 < 0.05$). Furthermore, a significant and positive relationship exists between normative commitment and external job satisfaction ($\beta = 0.187, t = 2.134, p = 0.034 < 0.05$). The R^2 value for this analysis is 0.457, indicating that 45.7% of the variation in normative commitment can be explained by the independent variables. These findings provide strong support for the hypotheses, demonstrating that both internal and external job satisfaction are positively associated with different dimensions of organizational commitment, including continuance and normative commitment.

Table 4: Regression Outcomes

Predictors	Normative Commitment		
	B	T	P
Internal Job Satisfaction	0.521	5.955	0.000
External Job Satisfaction	0.187	2.134	0.034
R^2	0.457		
Adjusted R^2	0.451		
F value	75.319		

Table 4 presents the regression outcomes analyzing the predictors of normative commitment, with internal job satisfaction and external job satisfaction as the independent variables. The table includes the β -coefficients (indicating the strength and direction of the relationships), t-values (testing the significance of each predictor), and p-values (determining statistical significance). The overall model performance is indicated by the R^2 , Adjusted R^2 , and F value.

The β -coefficient for internal job satisfaction is 0.521, indicating a positive and strong relationship between internal job satisfaction and normative commitment. The t-value of 5.955 and the p-value of 0.000 demonstrate that this relationship is highly significant, meaning that higher internal job satisfaction strongly predicts higher levels of normative commitment. This suggests that when employees are more satisfied with their internal job factors (such as the nature of the work or internal environment), they are more likely to feel obligated to remain with the organization. For external job satisfaction, the β -coefficient is 0.187, showing a weaker but still positive relationship with normative commitment. The t-value of 2.134 and p-value of 0.034 indicate that this relationship is statistically significant at the 5% level, meaning that external job satisfaction (factors such as pay, benefits, and external recognition) also contributes to normative commitment, though its impact is less than that of internal job satisfaction.

The model explains a significant portion of the variance in normative commitment, with an R^2 value of 0.457, meaning that 45.7% of the variation in normative commitment can be explained by the combined effect of internal and external job satisfaction. The Adjusted R^2 of 0.451 suggests that the model remains robust even after adjusting for the number of predictors. The F value of 75.319 indicates that the model as a whole is statistically significant. Both internal and external job satisfaction significantly predict normative commitment, with internal job satisfaction having a much stronger influence. The model explains a substantial portion of the variance in normative commitment, highlighting the importance of job satisfaction—especially internal factors—in fostering a sense of obligation to stay with the organization.

Table 5: Regression Outcomes

Predictors	Turnover Intention			
	β	T	P	
Affective Commitment	-0.326	-4.303	0.000	
Continuance Commitment	-0.373	-6.016	0.000	
Normative Commitment		-4.253	0.020	-0.231
R^2	0.709			
Adjusted R^2	0.704			
F value	17.596			

Table 5 presents the regression outcomes analyzing the predictors of turnover intention, with affective commitment, continuance commitment, and normative commitment as the independent variables. The table includes the β -coefficients (indicating the strength and direction of the relationships), t-values (testing the significance of each predictor), and p-values (showing statistical significance). The overall model fit is reflected by R^2 , Adjusted R^2 , and the F value. The β -coefficient for affective commitment is -0.326, indicating a negative relationship between affective commitment and turnover intention. The t-value of -4.303 and p-value of 0.000 demonstrate that this relationship is statistically significant. This means that higher affective commitment—employees’ emotional attachment to the organization—significantly reduces their intention to leave. For continuance commitment, the β -coefficient is -0.373, indicating a stronger negative relationship with turnover intention. The t-value of -6.016 and p-value of 0.000 confirm that this relationship is also highly significant. This suggests that employees who feel a necessity to stay with the organization due to perceived costs or lack of alternatives are less likely to consider leaving.

Normative commitment also has a significant negative relationship with turnover intention, with a β -coefficient of -0.231. The t-value of -4.253 and p-value of 0.020 show that this predictor is statistically significant, though its impact is slightly weaker than affective and continuance commitment. This suggests that employees who feel a sense of moral obligation or duty to stay with the organization are less likely to intend to leave. The overall model explains a large proportion of the variance in turnover intention, as indicated by an R^2 value of 0.709, meaning that 70.9% of the variation in turnover intention can be explained by the combined effects of affective, continuance, and normative commitment. The Adjusted R^2 of 0.704 indicates that the model remains robust even after adjusting for the number of predictors. The F value of 17.596 suggests that the model is statistically significant as a whole. All three forms of commitment—affective, continuance, and normative—significantly predict turnover intention, with continuance commitment showing the strongest negative relationship. Employees with stronger emotional attachment, a need to stay, or a sense of obligation to the organization are less likely to consider leaving, as reflected by the significant negative relationships with turnover intention. The model explains a substantial portion of the variance in turnover intention, highlighting the critical role of organizational commitment in employee retention.

Table 6: Regression Outcomes

Predictors	Turnover Intention			
	β	T	P	
Internal Job Satisfaction	-0.127	-8.061	0.000	
External Job Satisfaction	-0.248	-4.195	0.000	
R^2	0.650			
Adjusted R^2	0.655			
F value	16.842			

Table 6 presents the regression outcomes analyzing the predictors of turnover intention, with internal job satisfaction and external job satisfaction as the independent variables. The table includes the β -coefficients (indicating the strength and direction of the relationships), t-values (testing the significance of each predictor), and p-values (indicating statistical significance). The model's overall performance is shown through the R^2 , Adjusted R^2 , and F value. The β -coefficient for internal job satisfaction is -0.127, indicating a negative relationship between internal job satisfaction and turnover intention. The t-value of -8.061 and p-value of 0.000 demonstrate that this relationship is statistically significant. This means that higher internal job satisfaction significantly reduces the intention to leave the organization. Employees who are more satisfied with internal aspects of their job, such as their tasks, work environment, or interpersonal relationships, are less likely to consider leaving. For external job satisfaction, the β -coefficient is -0.248, indicating a stronger negative relationship with turnover intention compared to internal job satisfaction. The t-value of -4.195 and p-value of 0.000 confirm that this relationship is also highly significant. This suggests that employees who are satisfied with external job factors, such as compensation, benefits, or recognition, are less likely to consider leaving the organization.

The overall model explains a substantial portion of the variance in turnover intention, as indicated by an R^2 value of 0.650, meaning that 65% of the variation in turnover intention can be explained by internal and external job satisfaction. The Adjusted R^2 of 0.655 indicates that the model remains robust even after accounting for the number of predictors. The F value of 16.842 indicates that the model as a whole is statistically significant. Both internal and external job satisfaction are significant predictors of turnover intention, with external job satisfaction having a slightly stronger impact. The model explains a large portion of the variation in turnover intention, showing that job satisfaction plays a crucial role in reducing employees' likelihood of leaving the organization.

5. COMPARISON OF RESULTS

Organizational commitment and job satisfaction are key drivers of organizational effectiveness, productivity, and job performance. They can significantly impact turnover intention and absenteeism within a workforce. The results posit a positive relationship between job satisfaction and affective organizational commitment, was confirmed through regression analysis. The results indicated a significant and positive correlation between affective commitment and both internal and external job satisfaction. This finding suggests that as factors contributing to job satisfaction increase, affective commitment also rises. A comparison of the relationships revealed that the connection between affective commitment and internal job satisfaction is stronger than the one with external job satisfaction. This suggests that internal aspects of the job, such as the nature of the work and personal fulfillment, have a more profound impact on affective commitment. The results proposed a positive relationship between job satisfaction and continuance organizational commitment, was also supported by regression analysis. The findings show a significant and positive relationship between continuance commitment and both internal and external job satisfaction. As job satisfaction increases, so does continuance commitment. Like in, the relationship between continuance commitment and internal job satisfaction was found to be stronger than that with external job satisfaction. This suggests that internal job satisfaction, such as job stability and personal growth opportunities, is a more significant factor in employees' decision to remain with the organization due to the perceived costs of leaving.

The results argue for a positive relationship between job satisfaction and normative organizational commitment, was similarly confirmed by the regression analysis. The results demonstrated a significant and positive relationship between normative commitment and both internal and external job satisfaction. The comparison shows that normative commitment is more strongly associated with internal job satisfaction than external factors. Internal factors such as skill utilization, job variety, and the sense of contributing to others play a more substantial role in fostering a sense of obligation to stay with the organization. Employees who feel a strong moral obligation or ethical duty to remain tend to find internal job satisfaction more compelling than external rewards like salary, promotions, or supervision. This reflects the idea that normative commitment stems from a belief that remaining with the organization is the right or moral thing to do. In the broader literature, job satisfaction is often described as an attitude that results from the experiences employees gain while performing their job. Though job satisfaction is related to organizational commitment, the two are distinct concepts. Organizational commitment is a more global notion that reflects the employee's general attachment to the organization and alignment with its values and goals. Some research has suggested that organizational commitment leads to job satisfaction (Bateman and Strasser, 1984), while other studies propose a bidirectional relationship between the two variables (Williams and Hazer, 1986). Further studies, like those by Clugston (2000), indicate that job satisfaction is significantly related to all three dimensions of organizational commitment. Specifically, job satisfaction is positively related to affective and normative commitment but negatively related to continuance commitment, suggesting that employees may stay out of obligation or emotional attachment rather than a mere calculation of costs and benefits. This study reinforces the strong connections between job satisfaction and various forms of organizational commitment, with internal factors generally playing a more significant role in shaping these relationships than external factors. The results posit a negative relationship between affective, continuance, and normative organizational commitment and turnover intention, respectively, were all confirmed through regression analyses. The results demonstrated a significant and negative relationship between turnover intention and all three dimensions of organizational commitment: affective, continuance, and normative. However, the strength of these relationships varied. The relationship between continuance commitment and turnover intention was found to be the strongest, suggesting that employees who stay with an organization due to the perceived costs of leaving are less likely to intend to quit. In contrast, the relationship between normative commitment and turnover intention was the weakest, indicating that a sense of obligation to stay with the organization has the least impact on turnover intention. These findings align with the literature, particularly Meyer and

Allen's (1993) widely recognized multidimensional model of organizational commitment, which includes affective, continuance, and normative components. This model has been shown to contribute to employee retention through different mechanisms. A recent meta-analytic review of this model confirms that all three components are negatively associated with both intended and actual turnover, suggesting that each type of commitment influences employees' decisions to remain with an organization in distinct ways.

The results propose a negative relationship between job satisfaction and turnover intention, was also supported by the regression analysis. The results indicated that as job satisfaction decreases, turnover intention increases. This finding is consistent with previous studies, such as Mobley's (1977) work, which identified job satisfaction as a key determinant of an employee's intention to leave an organization. The analysis revealed significant and negative relationships between both internal and external job satisfaction and turnover intention, reinforcing the idea that employees who are satisfied with various aspects of their job are less likely to contemplate leaving. In conclusion, the study confirms that job satisfaction and organizational commitment, particularly the three dimensions of commitment (affective, continuance, and normative), play critical roles in reducing turnover intention. Among these, continuance commitment showed the strongest negative relationship with turnover intention, indicating that employees are less likely to leave when they perceive high costs associated with quitting. On the other hand, normative commitment had the weakest relationship with turnover intention, suggesting that a sense of moral obligation alone may not be as strong a factor in retaining employees. The significant negative relationship between job satisfaction and turnover intention also highlights the importance of maintaining a satisfying work environment to reduce turnover intentions. These findings underscore the importance of job satisfaction and organizational commitment in influencing key outcomes such as job performance, turnover intention, and actual turnover, which are among the most studied variables in organizational behavior. The results of the regression analyses provide valuable insights into how organizations can enhance employee retention by focusing on improving job satisfaction and fostering various forms of commitment.

6. CONCLUSION

This study is significant for both employers and employees. In today's rapidly changing business environment, organizations must make concerted efforts to enhance their capabilities, as their success and competitive advantage rely heavily on having a committed, highly motivated, satisfied, and innovative workforce. Employers play a critical role in fostering this by creating environments where employees feel valued and engaged. To achieve this, employers should focus on several key areas. Improving supervisory styles can be essential, as employees who feel well-treated and respected by their supervisors tend to develop more positive attitudes toward both their supervisors and the organization. Furthermore, involving employees in the decision-making process can enhance their sense of belonging and responsibility. Providing better working conditions, flexible hours, and fair compensation are also crucial for boosting morale and satisfaction. Encouraging employees to use their skills and abilities helps foster a sense of self-pride, competence, and confidence, which can lead to increased job satisfaction. Moreover, factors such as job variety and having clear job descriptions are directly linked to higher levels of job satisfaction, as they provide clarity and fulfillment in day-to-day responsibilities. When employees experience high job satisfaction, they are more likely to be committed to the organization. However, it is also important to understand how these employees connect to the organization in terms of their membership status—whether through emotional attachment (affective commitment), perceived costs of leaving (continuance commitment), or a sense of duty (normative commitment). In conclusion, for employers seeking a highly motivated, innovative, and productive workforce, the significance of job satisfaction and organizational commitment should not be overlooked. High levels of job satisfaction and commitment reduce turnover intention and actual turnover, leading to a more stable and engaged workforce. While it is impossible to meet every employee's individual needs and expectations, both employees and employers should work together to create a positive, motivated, and productive work environment that fosters the achievement of shared goals.

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