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# Impact of job satisfaction on turnover intention among academic personnel of private higher education sector in Iraq: A case of Tishk International University

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### ABSTRACT

The aim of this research is to find, test, and explore the relationship between employee's job satisfaction and turnover intention among the academic personnel of Tishk International University in Erbil, to find whether there is a relationship between job satisfaction and turnover intention and whether job satisfaction predicts turnover intention or not. The study consisted of 98 samples chosen randomly from Tishk International University academic employees, and correlation and regression analysis were used to interpret the collected data. As a result, we have found a robust negative relationship between job satisfaction and turnover intention, and job satisfaction can significantly predict turnover intention.

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## Introduction

Job satisfaction can be defined as the behavior of the workers towards their jobs; hence it demonstrates how content the workers are with their careers; therefore, most organizations today focus on developing training courses and rewards systems that aim to gain the loyalty of the employees because the longer the employees stay in their jobs, the more valuable human assets they become to their organizations, therefore, one of the essential theories of organizational behavior is job satisfaction (Pandey & Khare, 2012).

According to Iliescu, Ispas, Sulea, and Ilie (2017), in the United States, only about a third of the workers are committed to their jobs. About half of the participants have indicated that they are just pretending to be working. In contrast, the rest have clearly stated that they are taking counterproductive approaches towards their task because they were very dissatisfied with their jobs. One of these counterproductive approaches is absenteeism, which is moderately affected by dissatisfaction (Ybema, Smulders & Bongers, 2010, Serin, 2017a). However, it still had lowered the productivity level of the organization significantly (O'Keefe, 2014).

On the other hand, satisfied workers showed a high level of commitment towards their organization which increased the overall level of productivity of the organization (Budur and Poturak, 2021a; Thoresen, Bono, Patton, 2001, Serin, 2018a). The reason is that the employees today have higher expectations than ever from their employers that surpass their basic needs. These expectations demonstrate a need for job satisfaction (Oludayo, Falola, Obianuju, & Demilade, 2018).

From the previous statements, we can realize that the productivity level of the employees is directly linked to their satisfaction level (Garrido, Perez, & Anton, 2005), also, the level of satisfaction directly impacts the employee quality of work in a positive way (Tietjen & Myers, 1998), and this would improve the overall level of success of the organization as a whole (Garrido, Perez, & Anton, 2005), on the contrary, unsatisfied employees underperform, usually not committed to coming and leaving times, have the most

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absenteeism level among other employees, hence they have the lowest level of productivity, and have a high potential of resigning from the organization (Blau, 1994, Serin, 2018), and this would put the organization as a whole in an uncompetitive state, which would lower its chances of succeeding in the highly competitive business environment of today (Lee, 1998), therefore, both academic researchers and executive business professionals have an equal amount of interest in job satisfaction; hence this research focused on measuring job satisfaction as one of the research variables due to its large influence on productivity and overall organizational success.

Turnover intention can be defined as the mindset or the decision of the workers to quit their current job at the company as soon as possible and get a different or the same position at another company or even be jobless (Mowday, Porter, & Steers, 2013).

There are many factors such as the psychological influences, working conditions, or different organizational events that can contribute to the formation of turnover intentions inside the mind of the employees and change their behavior towards their jobs and alter their attitudes towards their organizations as a whole Hwang & Chang, 2008, Serin, 2017; Mohammed et al., 2020), and one of these factors is the lack of job resources that can contribute to an increased level of turnover intention (Agarwal, Ferrat & De, 2007), which is the same factor that contributes to a decreased level of job satisfaction (Guzzo & Gannett, 1988), so this study is going to explore the relationship between job satisfaction and turnover intention, where job satisfaction is the predictor of turnover intention.

Researchers are interested in studying job satisfaction and its effects on the business environment surrounded by uncertainty (Siggins, 1992). Therefore, this research area was selected for this study. We have attempted to develop a research model to determine the relationship between job satisfaction and turnover intention and whether the first variable can predict the second.

## Literature Review

### Theoretical and Conceptual Background

#### Industrial-organizational psychology

The term industrial-organizational psychology is usually referred to as work psychology or organizational psychology, these terms refer to one concept, which is an applied discipline that is concerned with studying and analyzing human attitudes and behavior in the industrial setting, and it aims to use theoretical ideas to discover the best means to alter or improve these behaviors at work or improve one's work experience in general (Truxillo, Bauer, & Erdogan, 2015).

The discipline of work psychology significantly contributes to the overall organizational success because it works towards improving the wellbeing, health conditions, and safety of the human assets as well as increasing their levels of motivation, performance, and job satisfaction by conducting research that studies and analyze the workers' attitudes and behaviors and suggests approaches to improve them through addressing and enhancing the managerial systems, the feedback systems, the training programs, and the recruitment practices (Budur and Demir, 2019a; Hodgkinson & Ford, 2006; Poturak et al., 2021).

Industrial-organizational psychology was parallelly developed across the United States of America and the United Kingdom (Chmiel, 2008), as well as across Germany, Australia, Netherlands (Shimmin & Strien, 1998), and other Eastern European countries (Pitariu, 1992). Industrial-organizational psychology can be traced back to 1879 when the psychologist Hugo Munsterberg and James Cattell were trained by Wilhelm Wundt. Those two psychologists had a significant influence on the discipline of industrial-organizational psychology known to the world today (Landy, 1997). Cattle found a new way to understand the human behaviors of workers by recognizing the importance of the contrast found between the performance levels of different workers instead of looking at them as mistakes and errors on the workers' part (Ferguson, 1962).

Studying the causes and consequences of workers' attitudes regarding job satisfaction is one of the main interests of industrial-organizational psychology and the study of organizational behavior (Spector, 1997).

#### Job satisfaction

Employee's job satisfaction is a term that is generally used to describe how an employee is content or satisfied with their position or the work they are doing at their job. Still, in the literature, several healthy-known authors of organizational behavior have given the term job satisfaction different definitions according to their approaches to defining job satisfaction. Hoppock (1935) defined job satisfaction as a psychological state and environmental circumstances combined to give the workers a feeling of satisfaction with their work. Hoppock's approach emphasizes the internal factors that affect how the worker feels, even though other factors externally influence job satisfaction.

Vroom (1964) defined job satisfaction as the perceptual directions from the workers' sides and going towards the job role they are currently taking. So, in his definition, Vroom has focused on the type of the workers' roles in their workplace and how can different work roles result in varying levels of satisfaction. Davis (1989) stated that job satisfaction results from a combined set of employees' feelings that can be positive or negative towards the job. When people get hired by a firm or an organization, they come with their personal experiences, individual needs, and desires that build their set of expectations from that organization, and job satisfaction is a reflection of the degree of which that organization or the job it is offering meet these expectations of the employees (Budur, 2018b; Demir et al., 2020). So, job satisfaction is directly linked to the worker's attitude at work.

Ivancevich, Matteson, and Konopaske (1990) have defined job satisfaction as the emotional state and perception that the employees have regarding their job and how they feel about their organization. Spector (1997) gave one of the most cited definitions of job satisfaction. The degree to which the employees enjoy their jobs is considered job satisfaction. While some employees believe their position as an essential part of their life, other employees are forced to work. At the same time, they hate their job, so job satisfaction is how simply the employees feel about the work they do with all of the other different aspects of that work which demonstrate to which degree an employee like or dislike the job (I.e., satisfied or dissatisfied with the job), and that emphasizes that satisfaction and dissatisfaction can be the outcome of any job or work circumstances.

Statt (2004) defined job satisfaction as how satisfied are the employees with the type and the number of rewards they are receiving from their job. In addition, statt specifically discussed the essential motives of doing any job and linked it to the definition of job satisfaction. George, Jones, and Sharbrough (2005) approached job satisfaction from the employees' beliefs and feeling side, where job satisfaction is a set of thoughts and feelings that the workers have regarding the job they do. These feelings can range from abustle satisfaction to extreme dissatisfaction about the job. Additionally, George et al. have stated that workers do not only have beliefs and attitudes about their job in general, but they could also have them about specific aspects of the job, such as work type and conditions, colleagues and respect, managers, and the relationship they have with them, and finally, the compensation and payment. Armstrong (2006) referred to the feelings and attitudes of the employees towards their job to define job satisfaction, so if these feelings and attitudes were favorable and positive, then they can be a definition and an indication for job satisfaction, while on the contrary, if these attitudes and feelings were unfavorable and harmful, then they can be considered as an indication and detention for employee's job dissatisfaction. Kaliski (2007) states that the sense of achievement and success that the employee feels while doing the job can be described as job satisfaction. And there is a general perception that directly links productivity and personal wellbeing to job satisfaction. Also, job satisfaction can tell employees who are enjoying doing their job. Hence, they do it admirably and get rewarded for such efforts, which means that job satisfaction means feeling happy about the job and being enthusiastic about it.

The previous definitions imply that job satisfaction as a concept is multifaceted; hence it has different meanings to each perception. When the idea of job satisfaction is discussed, it is more often linked to motivation. However, the type of that linkage is not yet clear because motivation and satisfaction are two different concepts. Hence, they are not the same, to be exact, job satisfaction is an internal state that being reflected by the employee's attitude that it could always be associated with qualitative or even quantitative sense of employee's achievements (Mullins, 2013), so, job satisfaction may be considered as the employees' feelings that were produced from their perceptions of their jobs which satisfy or dissatisfy their psychological need as well as their materialistic need (Aziri, 2011).

One of the factors that majorly contribute to organizational effectiveness and efficiency is job is job satisfaction. The clear indicator of the importance of job satisfaction is that organizations now are implementing a modern paradigm of management that concentrates on making employees' personal needs and wants one of the organization's priorities fitful. The logic behind that paradigm is that happy employees are particularly successful at their jobs (Inuwa, 2016).

When the organization faces the negative consequences of having dissatisfied employees, such as a high rate of absenteeism, disloyalty, an increased number of daily problems at work, then the importance of job satisfaction will be apparent and obvious (Kian, Yusoff, & Rajah, 2014).

There are three essential characteristics of job satisfaction that were listed by Spector (1997):

First, the organization should be driven by values and treat its employees with respect and fairness. In that perspective, the evaluation of job satisfaction can be used as an indicator of organizational effectiveness achieved through the employees. Hence fully satisfied employees have good mental and emotional states. Second, the organizational functions and activities are affected by the employees' attitudes and behaviors that are based on their satisfaction level, which can result in positive behaviors in case of satisfaction and negative behaviors in case of dissatisfaction. Third, the status of organizational activities can be identified by assessing job satisfaction because the satisfaction levels may vary from one unit to another. In that case, it would be easier for the organization to determine which of the organizational units needs adjustment to increase organizational performance.

### **Dimensions of job satisfaction**

Spector (1985) divided the concept of job satisfaction into nine dimensions in order to measure the idea from all possible aspects and identify the overall level of satisfaction; these nine dimensions are employee's payment, employee's opportunity of promotion, employee's idea of the supervision and their support, employee's benefits from the job, the contingent rewards, the operating procedures of the work, employee's relationship with co-workers and their respect, the nature of work, and finally the internal organizational communication, where any negative value in one of these dimensions directly impacts the overall level of satisfaction negatively.

### **Pay**

The monetary compensation is one of the most mentioned aspects in the workers' answers when they are asked about the reasons why they are pursuing their job (Jurgensen, 1978). According to Locke, Feren, McCaleb, Shaw, and Denny (1980), monetary compensation is the top incentive to the employees, and no other motive can come close to its level of importance regarding its value.

Satisfaction of payment is considered as one of the essential components of overall job satisfaction because most pay satisfaction models have shown that there is a positive correlation between the payment level and the satisfaction level of the payment (Smith, Kendall, & Hulin, 1969), hence all models of payment satisfaction suggested that how much the employees are paid directly impacts their level of satisfaction of the payment (Heneman & Judge, 2000; Top et al., 2020), and finally, the integrative model predicted that the higher the amount of payment the more satisfied the worker would be (Hulin, 1991; Budur, 2020). Moreover, several researchers have found a positive correlation between the amount of payment and the overall satisfaction of the employees. Hence the higher the employees are paid, the more satisfied they would be (Heneman, Herbert, & Schwab 1985; Sanchez & Brock, 1996; Beutell & Wittig-Berman, 1999; Malka and Chatman, 2003).

### **Promotion**

The term promotion refers to the process of upgrading an employee's position in the organization as well as increasing the amount of payment and rewards for them in return for pursuing a more requiring or important job (Lazear, 2000; Budur et al., 2019), in other words, promotion is considered as the climbing of the ladder of the organizational hierarchy of positions, and the higher the employees climb the more responsibilities they will have. Still, in return, they should get better payment (Lazear, 1986). Finally, to put in simpler words, promotion refers to assigning existing employees from lower positions jobs to higher positions in the organization (McCausland, Pouliakas & Theodossiou, 2005). Paarsch and Shearer (2000) found that promoted managers have more job satisfaction than other employees of the organization regarding promotion opportunities offered by their jobs. Other studies have found that opportunity for promotion and the overall satisfaction of the job are positively correlated, which means the more opportunities for promotion are present for the employees at their jobs, the more satisfaction the employees would have of their jobs, and vice versa, the fewer opportunities for advancement the jobs offer, the more dissatisfaction the employees would have about their jobs (Miceli & Mulvey, 2000; Oettinger, 2001; McCausland et al., 2005).

### **Supervision**

This dimension measures the degree of perceived support and encouragement for the employee that should be provided by the supervisor (Burke, Borucki and Hurley, 1992; Rashid et al., 2020; Zaim et al., 2020), for example, supervisors must provide the key resources such as initial training and essential equipment for the job to facilitate employee's work (Guzzo & Gannett, 1988). The perception of having a supportive team of supervisors directly influences the level of employee's job satisfaction positively (Kirmeyer & Lin, 1987) because when supervisors are concerned about the employee's work and offer their socio-emotional support, the overall level of job satisfaction among the employees will increase when that support is perceived by them (Kopelman, Brief, & Guzzo, 1990).

### **Benefits**

This dimension refers to the employees' benefits if they pursue the job. These benefits are apart from the direct compensation or payment, which means it includes services, incentives, and other advantages for the employees provided by the organization, and an example for employee's benefits can be a health insurance plan (Dulebohn, Molloy, Pichler, & Murray, 2009). Organizations pay a significant amount of attention to offering benefits to the employees spontaneously because employers believe that services are positively associated with job satisfaction, which is reflected in employees' behaviors and attitudes that benefit the organization (Harris & Fink, 1994).

### **Contingent rewards**

Contingent rewards are a performance enhancement system that rewards employees based on their level of performance. Specific rewards are given only if the conditions of hitting a particular benchmark are met (Nebeker & Neuberger, 1985). The design contingent rewards system has a relationship with the employee's overall job satisfaction, where well-designed contingent rewards systems result in higher job satisfaction among hard-working employees. Vice versa, a poorly designed contingent rewards system would result in insufficient levels of job satisfaction among those employees (Puni, Mohammed, & Asamoah, 2018).

### **Operating procedure**

The operating procedure refers to the daily tasks that the employees should do at their jobs. It must be clear and provide detailed information about what is required to do each homework to facilitate the employee's work, reach organizational efficiency, unity of performance, comply with the industry standards, and reduce the amount of miscommunication inside the organization (Bulloch, 2017; Demir et al., 2021; Torlak et al., 2021).

If the operating procedures were well-written and did not limit the employees to routine work, the satisfaction levels would increase. However, if these procedures were overwhelming and stressful to the employees, the satisfaction level would be negatively affected (Budur et al., 2021; Snizek & Bullard, 1983).

### **Co-workers**

Co-workers refer to the colleagues who usually surround the employee, making the most of the work environment (Billings & Moos, 1981). If the work environment were supportive of the employee, it would result in positive behaviors and attitudes with increased

productivity levels (Day and Bedeian, 1991; Demir and Budur, 2019). Additionally, Schaubroeck, Cotton, and Jennings (1988) found that supportive work environments have a significant role in eliminating role stress and its consequences, which dissatisfaction is one of them.

### **Nature of work**

The nature of the work refers to the job that the employees are performing, and this includes all daily routine tasks that the employees must perform at work, as well as other different non-routine work that get assigned to them and they are required to do (Morgeson & Humphrey, 2006), these two types of tasks shape up the nature of the employee's work at the job, which can be identified by reading the job title or description if necessary (Hackman & Oldham, 1976; Yildiz and Budur, 2019). Studies have found that designing the job affects the satisfaction of the employees who will be performing it, hence if the job is well-designed, the level of satisfaction in the job will be higher than if it was poorly designed or not designed at all (Parker, Wall, & Cordery, 2001; Parker & Wall, 1998; Morgeson & Campion, 2012).

### **Communication**

Communication as a dimension of job satisfaction refers to how the organization delivers to the employees its core values, messages, goals, and the reasons for its existence to motivate them (Ruck, 2015). It is also concerned with establishing communication between employees and the management so that the employees' voices would be heard by the organization they work (Budur and Poturak, 2021b). One type of communication can be the employee's relationship with the supervisor (Muchinsky, 1977; Torlak et al., 2021). The role of communication within the organization significantly contributes to its success because organizations that select, train, and motivate their employees have more satisfied employees who contribute to the overall level of organizational success (Budur et al., 2018; Senussi, Rmeisseh, Bousalem, & Sofyan, 2019; Torlak et al., 2019).

### **Turnover intention**

The term turnover intention refers to the employees' aim or decision to leave their current job at the organization soon (Mowday et al., 2013). There are other definitions found in the very similar literature. Sager, Griffeth, and Hom (1998) have defined turnover intention as the employee's decisions regarding leaving or staying at their job. Elangovan (2001) stated that turnover intention could be a manifestation of the employee's attitudinal direction or perceptual representation of the behavioral consideration to leaving the job. Bester (2012) concluded that most people perceive the term turnover intention as a self-explained term; therefore, most researchers did not try to put a precise definition for it. Ajzen (1991) stated that behavioral intention could be used as a predictor of genuine behavior according to the suggestion of the planned behavior theory. Previous research papers have successfully demonstrated the consistent positive correlation between the leaving behavioral intention and the actual turnover (Ali et al., 2021; Fox & Fallon, 2003).

There is a significant reinforcement of the idea that the leaving intention is the most important factor that comes right before the actual decision of turnover and leaving the organization (Slate & Vogel, 1997) because there are a considerable number of research papers that were conducted between the period of the 1960s and 1980s that found a correlation of 0.5 between the turnover intention and the actual leaving of the job (Steel & Ovalle, 1984).

Some researchers argue that there are more essential and valuable notions than turnover intention, such as the level of committing to the job. Still, researchers have found that the most explanatory powers reside in the theory of turnover intention, which has a distinguishable conceptual foundation (Budur and Demir, 2019b; Carbery, Garavan, O'Brien & McDonnell, 2003). Hence turnover intention should receive more attention regarding the direct and indirect variables that may increase or decrease the meaning of the turnover instead of the actual event of turnover (Lambert, Hogan, & Barton, 2001).

Generally, suppose the employers get an early alarm of the turnover intentions of their employees. In that case, they can work to improve the factors that lead to these intentions and prevent the actual turnover from occurring if they have a comprehensive understanding of the turnover intention (Hogan & Barton, 2001), on the contrary, if the substantial turnover happens suddenly because the employers were not aware of the intention, let alone the factors that affect it, then all the employers can do is to handle the consequences of the turnover that include but not limited to the time and costs of searching, selecting, recruiting, and training a new employee (Jacobs & Roodt, 2008).

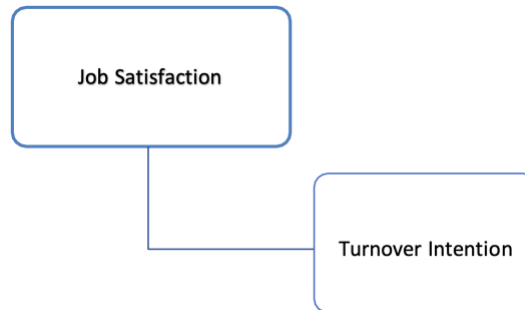
According to Lee and Mitchell (1994), three components are involved in the actual event of turnover, the first one being dissatisfaction with the current job, which ignites the urge to quit the job, the second component being the search for a new alternative job before leaving the current position at the current organization, the third is the comparison between the current job and the newfound job, but the new job is found to be better for the employee.

### **Dimensions of turnover intention**

Roodt (2004) instrument consisted of the following dimensions as items to measure the employee turnover intention; considering leaving the job, scanning newspapers or the internet for alternative job opportunities, how satisfying the current position in fulfilling the personal needs, level of frustration when the employee is not given the chance to achieve personal work-related goals, how often personal values are compromised at the current job, dreaming of different career that better fits individual needs, how likely the

employee would switch to another job with same compensation if offered to him or her, how often the employee look for another day at the current job, how often the employee think of starting his or her own business, whether personal responsibilities prevent the employee from leaving the current position, whether the benefits from the current job preclude the employee from going it, whether the employee is frequently feels emotionally agitated at the end of the work day, whether the current position has a negative effect on the employee's wellbeing, and finally, whether the fear of the unknown or the future holds the employee back from leaving the current job.

Figure 1 delineates the conceptual model of the study.



**Figure 1:** Conceptual Model

## Research and Methodology

### Population and sampling

The population of this research is the academic personnel of Tishk International University in Erbil City Branch. The targeted population, the academic personnel, is two hundred employees. The sample selected for the research data is one hundred participants, and we have got ninety-eight valid responses. Each population got a chance to be within the sample because we have used a simple random sampling method, a technique used to select random samples from the people (Moore & Kirkland, 2007).

### Research design

In this research, we are trying to find out and test the relationship between the two research variables, which are job satisfaction and turnover intention among academic personnel of higher education institutions, so because we are first exploring the relationship between these two variables and second, we are evaluating that relationship, this makes our research as an explanatory and an evaluative type of research.

We have used two types of analysis to interpret our collected data in data analysis. The first type of analysis used is Pearson's correlation to measure our research variables' statistical relationship and find its relationship. For the second type of analysis, we have used regression analysis to find the predictive ability of job satisfaction to predict turnover intention. We have followed the deductive approach (Sternberg & Mio, 2009), where we identified the research variables' theories, which are job satisfaction and turnover intention, and tested them using data analysis techniques. Because we have followed the deductive approach, we have used quantitative methods to collect the data needed to measure our variables (Bryman, 2016). Our data was represented by numbers that we have later analyzed following statistical measures like the correlation and the regression analysis.

We surveyed to collect the necessary data for our research because it is associated with deductive reasoning. It is mainly used with studies about business and management (Shaughnessy, Zechmeister, & Zechmeister, 2000), which is the type of this research. Our survey type was questionnaire forms, which contained several questions that the participants should fill out to gather data for the research (Mellenbergh, 2008). We used one method to collect the data needed in the deductive approach to creating the research model, making this study a mono quantitative approach (Ojebode, Ojebuyi, Oladapo, & Oyedele, 2018).

We used SPSS for the process of data analysis to be able to interpret the collected data and answer our research questions. Data collection, analysis, and interpretation took thirty days, and it was done in Erbil, Iraq.

### Data collection

The process of data collection used in this research was the distribution of one hundred thirty-two questionnaire forms to the employees of Tishk International University. The questionnaire form had the following sections: Demographics, the scale items for the first research variable, job satisfaction, and finally, the scale items for the second research variable, which is turnover intention.

### Research instruments

To measure job satisfaction, we have used the Job Satisfaction Survey (JSS) scale questionnaire, which was developed and validated by Spector (1985). Several researchers have validated this scale (Ogunkuade & Ojiji, 2018; Batura, Skordis-Worrall, Thapa, Basnyat,

& Morrison, 2016; Li, & Huang, 2017; Koeske, Kirk, Koeske, & Rauktis, 1994; Souza, Alexandre, & Brito, 2017; Tsounis & Sarafis, 2018). After the first attempt to distribute the questionnaire, we received feedback from more than 28 participants saying that the questionnaire was too long, and they did not have that much time at their job to fill it accurately. This is because the JSS was measuring each of the nine job satisfaction dimensions with four items (Spector, 1985), so the mechanism we have followed to shorten the questionnaire was to keep only one thing to measure each dimension, then we distributed the questionnaire again and have received highly reliable data according to the Cronbach's Alpha test shown in the next chapter.

The measurement of the turnover intention variable was done using Turnover Intention Scale (TIS-6) that was developed by Roodt (2004) and validated by Bothma and Roodt (2013).

The job satisfaction survey followed six points Likert style of the questionnaire where each question can be answered by selecting a number between one and six, where six means were strongly agreeing with the statement, five means agreeing with the information, four means slightly agreeing with the knowledge, three standards slightly disagreeing with the information, two means not agreeing with the information, one means strongly disagreeing with the data. We have changed it to five points Likert style where slightly disagree and slightly agree converted to neutral.

To unify the type of questionnaire style, we converted the turnover intention scale to the same five-point Likert style of the job satisfaction survey without changing the meaning or the outcome of any question.

### Ethical consideration

To collect the data from the employees of Tishk International University, we have requested official permission, and it was granted to us by the general management office of the university. We have indicated to the university that the purpose for collecting this data is to conduct our graduation project, and their data will never be used for any other purpose or be given to other parties for commercial use. We kept the participants' identities anonymous to respect their anonymity and privacy rights. Also, we did not force anyone to respond to the questions or participate in this research in any way, so all the participants of this research have voluntarily participated with their answers.

## Analysis and Findings

### Correlation Analysis

**Table 1:** Correlations

Total Job Satisfaction		Total Turnover Intention
<b>Total Job Satisfaction</b>	Pearson Correlation	1
	Sig. (2-tailed)	-.787**
	N	98
<b>Total Turnover Intention</b>	Pearson Correlation	1
	Sig. (2-tailed)	-.787**
	N	98

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

The correlation table above shows the test results of the null hypothesis H0 and the alternate hypothesis H1. The correlation analysis shows a robust negative relationship between job satisfaction and turnover intention of -0.787, which is significant at (0.000). It is rejected since the null hypothesis suggests no association between job satisfaction and turnover intention. On the other hand, the alternate hypothesis H1 is considered the accepted hypothesis because there is a relationship between the two variables of the research.

### Regression analysis

**Table 2:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787a	.620	.616	6.99663

a. Predictors: (Constant), Total Job Satisfaction



The value of R square represents the proportion of the percentage level of the variance in the dependent variable, which is the turnover intention that can be explained by the dependent variable or the predictor of this study, which is job satisfaction, hence the independent variable in this study could cover or explain 62% of predicting the dependent variable. Additionally, 38% of other variables that were not included in this research model can affect the dependent variable.

**Table 3:** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	7654.776	1	7654.776	156.371	.000b
	Residual	4699.469	96	48.953		
	Total	12354.245	97			

a. Dependent Variable: Total Turnover Intention

b. Predictors: (Constant), Total Job Satisfaction

The table above shows the predictor variable, which is job satisfaction got an F value of 156.371 and is significant at (0.000), which means the predictor variable, which is job satisfaction has a meaningful relationship with the dependent variable, which is turnover intention.

**Table 4:** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients Beta			
	B	Std. Error	t	Sig.		
1	(Constant)	77.115	2.930	26.315	.000	
	Total Job Satisfaction	-1.232	.099	-.787	-12.505	.000

a. Dependent Variable: Total Turnover Intention

The table above for Coefficients shows the negative value of standardized coefficients beta (-0.787), which indicates that every one-unit increases in the dependent variable or the predictor in this research model, which is job satisfaction, this increase will result in a 0.8 decrease in the dependent variable or the predicted variable in this research model which is the turnover intention. This relationship is significant at the value of (0.000). Finally, since hypothesis H2 suggests that job satisfaction does not affect turnover intention, it is rejected, and hypothesis H3 is accepted because it suggests that it does affect turnover intention.

## Discussion

Table 1 showed the correlation analysis between job satisfaction and turnover intention, a strong negative relationship of -0.787 and significant at (0.000). This means the more the employees are satisfied, the less turnover intention. Null hypothesis H0 was rejected because it suggested no relationship between job satisfaction and turnover intention. Also, hypothesis H1 is accepted because it indicated an association between job satisfaction and turnover intention. It was proved in the results of the analysis of this research model.

The regression analysis results indicated the independent variable in this study could cover or explain 62% of predicting the dependent variable. Additionally, Table 3 showed that job satisfaction got an F value of 156.371. It is significant at (0.000), which means the predictor variable, job satisfaction, has a substantial relationship with the dependent variable, turnover intention. Lastly, Table 4 showed that every one-unit increase in the dependent variable or the predictor, job satisfaction, will result in a 0.8 decrease in the dependent variable or the predicted variable, which is the turnover intention. Again, the relationship was significant at (0.000). Also, hypothesis H2 was rejected because it suggested that job satisfaction does not affect turnover intention, and hypothesis H3 was accepted because it suggested that job satisfaction does affect turnover intention, and it was proved in the results of the analysis of this research model.

## Conclusion

In conclusion, this study has found that academic employees at Tishk International University in Erbil who are less satisfied with their job tend to have higher turnover intention, which means they are more likely to leave their current position. Still, on the contrary, employees who are more satisfied with their job tend to have less turnover intention, which means they are less likely to leave their current job, means that increasing employee's job satisfaction can impact employee's turnover intention by lowering its levels, which what we recommend for organizations to try to do to prevent facing the consequences of high turnover rates.



The scope of this research is to find the relationship between job satisfaction and turnover intention in the private higher education sector in the Iraq; hence it has only two variables, and the questionnaire papers were distributed in one of the largest private universities in Iraq, which is Tishk International University in Erbil City.

This study does not measure job satisfaction and turnover intention in multiple industries, and the respondents only included the workers of the private higher education sector.

The participants of this study only include workers from the Iraq, and the questionnaire papers were distributed in Erbil city only due to the COVID-19 pandemic precautions. Otherwise, the study could have covered Sulaymaniyah's branch of Tishk International University as well.

Future research can be done to measure job satisfaction and turnover intention in the public higher education sector, find the relationship between the two and do a comparative analysis with the results of this research. Also, other predictors and job satisfaction can be added to the research model to find how they can predict employee turnover intention.

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