

Impact Job involvement on turnover via organizational commitment and job satisfaction (case study: Guilan medical staff)

Reza Khadem Agheli, Mohammadreza Zamzam Sotoudeh *, Mousa Rezvani Chaman Zamin

Department of Management, Astara Branch, Islamic Azad University, Astara, Iran

Abstract: Evaluating how of quitting the organization by employees is worth considering since it can provide useful information for managers of organizations to be able to decrease rate of employees' quitting. Because having and preserving qualified employees is one of important issues in human resources. So, recognizing effective factors in employees' quitting job is very important. Current research aims to answer the question that: is job involvement effective in employees' tendency to quit job considering organizational commitment and job satisfaction among employees in organization of medical science in province of Gilan? Statistic population in this research includes all employees in organization of medical science in province of Gilan (vice chancellor and colleges in Rasht city) that totally includes 967 subjects. Since statistic population is limited, so, Cochran formula has been used for determining sample size and 303 employees have been selected using convenience non-probability sampling. Data gathering tool has been information in standard questionnaire and method of gathering data has been field data gathering and for determining validity of research variables, content validity has been used and for determining its reliability Cronbach alpha has been used. To analyze the data and test research hypotheses structural equation modeling by using SPSS20 and Lisrel 8.53 have been used and the results showed that job involvement is related to tendency to quit job via organizational commitment and job satisfaction.

Key words: Job involvement, Tendency to quit job; Organizational commitment; Job satisfaction

1. Introduction

In the world economy, increasingly, the organizations that preserve their human resources have advantages more than organizations which do not. Actually, some of the studies have shown that quitting job has negative effects in performance. Tendency to quit job has been considered in most of researches and has been defined by Mobley et al. (1979) as a process of thinking, planning and tendency to quit job (Doaee et al., 1389).

Quitting job may be done in two forms. One form of it is a direct event in which the employees quit the job with or without their tendency. The second is an indirect event or virtually that the employee doesn't work with sincerity. In this condition the employee is present but his thought, mind and proficiency is absent and this the most dangerous event (Karamali Zadeh, 1391). If trained and competent employees decide to leave the organization, it will cost too much for the organization, because, most of organizations do a lot of investments for having efficient and useful human resources in their selection, training, development and growth. So, recognizing and omitting the factors that persuade the employees toward quitting job will be very important, because, quitting job is one of important challenges in all organizations without considering the kind of the organization. Experts in economy and managing

human resources believe that costs of expert employees' quitting the job is very high for the organizations and sometimes are non-compensable in some cases (Branham, 2000). So, current research tries to study the relationship between employees' job involvement via intervening variables of job satisfaction and organizational commitment in the form of a causal model and provide suitable suggestions to decrease tendency to quit job in administrative organizations in the framework of hypotheses.

According to the above mentioned cases, the main research question will be: Is job involvement effective in employees' tendency to quit job considering organizational commitment and job satisfaction among employees in organization of medical science in province of Gilan?

2. Hypotheses

Based on research model, hypotheses are: Main hypothesis: job involvement is effective in tendency to quit organization via employees' organizational commitment and job satisfaction.

Secondary hypotheses: 1. Job involvement has positive effect in employees' organizational commitment. 2. Employees' organizational commitment has positive effect in job satisfaction. 3. Job satisfaction has negative effect in tendency to quit organization. 4. Job involvement has negative effect in tendency to quit organization.

* Corresponding Author.

3. Research objectives

Research objectives are:
 -measuring amount of employees' job involvement.
 -measuring amount of employees' organizational commitment.
 -measuring amount of employees' job satisfaction.
 -measuring amount of employees' tendency to quit job.
 -testing the relationship between above mentioned variables in the form of a given causal model.

4. Research method

The research method has been descriptive-analytic and it is a kind of an applied research. Statistic population and sampling method: Statistic population of this research includes all employees in organization of medical science in province of Gilan (vice chancellors and colleges in Rasht) that are totally 967 subjects. So, 303 subjects are sufficient as the sample size in this research.

Studying effect of job involvement in employees' tendency to quit job via organizational commitment and job satisfaction

For better studying of this issue, a questionnaire has been made and distributed among 303 employees in organization of medical science in province of Gilan. The answer spectrum used in this research has been Likert spectrum in a five-item multiple questions classified from too much to very low. For analyzing the data and testing the research hypotheses structural equation modeling has been used.

Table 3: Description of responders' age

	Frequency	Percent's
Under 30 year old	39	12.6
Between 30 to 40	167	54
Between 40 to 50	95	30.7
Up to 50 year old	8	2.6
total	309	100

5.3. Responders' education level

Table 4: Description of responders' education

	frequency	Percent's	
verified	Diploma	52	16.8
	Associated degree	59	19.1
	Bachelor	176	57
	Masters of degree and up	14	4.5
	Total	301	97.4
Without response	8	2.6	
total	309	100	

5.4. Responders' job experience

The highest job experience has been up to 20 years (26.2%) and the lowest job experience belongs to an interval between 15 to 20 years (14.9%).

5. Gender

According to the studies among 303 responders of this research, 38.5% were men and 61.5% were women.

Table 1: Description of responders' gender

	Frequency	Percent's
Woman	190	61.5
Man	119	38.5
total	309	100

5.1. Marital status of responders

According to above mentioned Table, it is clear that 12.9% of responders have been single and 87.1% have been married.

Table 2: Description of responders' marital status

	Frequency	Percent's
Single	40	12.9
Married	269	87.1
total	309	100

5.2. Responders' age

The youngest age group has been up to 50 years (2.6%) and the oldest age group has been 30 to 40 year old (54%).

The highest level of education belongs to the bachelor (57%) and the lowest frequency belongs to the masters of degree and up (4.5%).

Table 5: Description of responders' job experience

	Frequency	Percent's
Less than 5 years	54	17.5
Between 5to10years	67	21.7
Between10to15years	61	19.7
Between15to20years	46	14.9
Up to 20years	81	26.2
Total	309	100

6. Description of research variables

This part belongs to description of main variables of the research:

-describing variable of job involvement: Variable of job involvement has the lowest value of 1.5, highest value of 5, mean of 3.6137, standard deviation of 0.68929 and variance of 0.475.

Table 6: Describing the variable of job involvement

	number	The lowest	The highest	mean	Standard deviation	variance
Job involvement	309	1.5	5	3.6137	0.68929	0.475

-describing variable of organizational commitment: Variable of organizational normative commitment has the lowest value of 1.5, the highest

value of 5, mean of 3.6735, standard deviation of 0.71216 and variance of 0.507.

Table 7: Describing variable of organizational commitment

	number	The lowest	The highest	mean	Standard deviation	variance
Organizational commitment	309	1.5	5	3.6735	0.71216	0.507

-describing the variable of job satisfaction: Variable of outside job satisfaction has the lowest

value of 1.5, the highest value of 5, mean of 3.5738, standard deviation of 0.62396 and variance of 0.389.

Table 8: Describing the variable of job satisfaction

	number	The lowest	The highest	mean	Standard deviation	variance
Job satisfaction	309	1.5	5	3.5738	0.62396	0.389

-describing the variable of tendency to quit job: Variable of tendency to quit job has the lowest value

of 1, the highest value of 5, mean of 2.5523, standard deviation of 0.75727 and variance of 0.573.

Table 9: Describing the variable of tendency to quit job

	Number	The lowest	The highest	mean	Standard deviation	variance
Tendency to quit job	309	1	5	2.5523	0.75727	0.573

-normality test of dependent variable of the research: Results of Kolmogorov-Smirnov test for

testing the normality of dependent variable is like this:

Table 10: Kolmogorov-Smirnov test for variable of tendency to quit job

	Test statistic	Significance level
Tendency to quit job	0.807	0.534

According to Table 10, calculated significance level for Kolmogorov-Smirnov test of research variables is higher than 0.05, so, research variables have normal distribution in this research.

-studying measuring model of the research: In this part we study measuring model of the research according to its main variables, separately. The abbreviations used in measuring models are in this way:

Table 11: Studying measuring model of the research

Variable	Abbreviation in the model
Job involvement	JINV
Organizational commitment	O.C
Job satisfaction	J.S
Tendency to quit job	J.T

-studying significance indexes and fitting general model of the research: After estimation of parameters was determined and calculated for the model, it should be determined that how much the data fit the model, it means that in what extent theoretical model is supported by sample data. Some tests are used to see in what extent the model describes the relationship among measurable variables. The Table below shows the significance and fitting indexes of the model.

Table 12: Significance and fitting indexes of the model

	Index name	abbreviation	It fits if	The value in model	result
Significance indexes	Root mean square error of approximation	RMSEA	It's smaller than 0.1	0.078	proved
	Chi-square to degree of freedom	$\frac{\chi^2}{df}$	It's equal or smaller than 5	2.84	proved
Fitting indexes	Index of goodness of fitting	GFI	It's bigger than 0.8	0.88	proved

	Non normative fitting index	NNFI	It's bigger than 0.8	0.90	proved
	Normative fitting index	NFI	It's bigger than 0.8	0.89	proved
	Comparative fitting index	CFI	It's bigger than 0.8	0.92	proved
	Increasing fitting index	IFI	It's bigger than 0.8	0.92	proved

According to the results it can be said that the research model is proved in its significance and fitting indexes.

7. Testing the hypotheses

In this part the results in application of inferential methods in the form of a structural equation modeling have been provided.

-main hypothesis: job involvement is effective in tendency to quit organization via employees' organizational commitment and job satisfaction. According to research model in its significance values, it is observed that t-value between job involvement and organizational commitment and also between organizational commitment and job satisfaction and also between job satisfaction with tendency to quit job is outside of interval of (-1.96 and 1.96). So, it can be said that job involvement is effective in tendency to quit the organization via employees' organizational commitment and job satisfaction and amount of this influence is equal to $(0.90)(0.95)(-0.52) = (-0.44)$

8. Secondary hypotheses

1. Job involvement has positive effect in employees' organizational commitment: According to the significance value, it can be seen that the t-value between two variables is 5.57. And since this value is outside of interval of [- 1.96 and 1.96], so, this hypothesis is proved. According to standard coefficient it can be said that the value of effect of job involvement in organizational commitment is 0.90.

2. Employees' organizational commitment has positive effect in job satisfaction: According to the significance value, it can be seen that the t-value between two variables is 5.57. And since this value is outside of interval of [- 1.96 and 1.96], so, this hypothesis is proved. According to standard coefficient it can be said that the value of effect of organizational commitment in job satisfaction is 0.95.

3. Job satisfaction has negative effect in tendency to quit the organization: According to the significance value, it can be seen that the t-value between two variables is - 3.25. And since this value is outside of interval of [- 1.96 and 1.96], so, this hypothesis is proved. According to standard coefficient it can be said that the value of effect of job satisfaction in tendency to quit the organization is - 0.52.

4. Job involvement has negative effect in tendency to quit the organization: According to the significance value, it can be seen that the t-value between two variables is - 2.14. And since this value is outside of interval of [- 1.96 and 1.96], so, this hypothesis is proved. According to standard coefficient it can be said that the value of effect of job involvement in tendency to quit organization is - 0.33.

9. Conclusion and suggestions

9.1. Results of descriptive statistic

In order to evaluate main research hypotheses as one of objectives, these cases were provided.

1. Variable of job involvement has the mean of 3.61 and based on five multiple choices spectrum, it is located somewhere higher than average.

2. Variable of organizational commitment has the mean of 3.67 and based on five multiple choices spectrum, it is located somewhere higher than average.

3. Variable of job satisfaction has the mean of 3.57 and based on five multiple choices spectrum, it is located somewhere higher than average.

4. Variable of tendency to quit job has the mean of 2.55 and based on five multiple choices spectrum, it is located somewhere lower than average.

Above mentioned results show that employees in organization of medical science have high job involvement. And also, have job satisfaction higher than average and have organizational commitment higher than average and they have less tendency to quit job. All these results show pretty suitable condition of variables in statistic population under study.

9.2. Results of inferential statistic

Results of testing the model showed that the model is in a suitable condition in its significance index and it is proved. Because, root mean square error of approximation is less than 0.08. And also, fitting indexes also are in a suitable condition and show that data fit the model. According to these facts, results of testing hypotheses that are given from research model are like this:

In the main research hypothesis that studied the effect of job involvement in tendency to quit organization via employees' organizational commitment and job satisfaction, results showed a

significant effect of job involvement in tendency to quit job via employees' organizational commitment and job satisfaction and amount of this relationship is -0.44 . So, it can be said that by increase in job involvement, employees' organizational commitment also will be increased and its result is increase in employees' job satisfaction. So, when employees' job satisfaction is increased, their tendency to quit job will be decreased. This finding matches findings of Zopiatis et al. (2014).

In the first secondary hypothesis that was about effect of job involvement in employees' organizational commitment, the results showed a significant and positive relationship between job involvement and employees' commitment and amount of this relationship is 0.90 . This finding matches the findings of Iqbal Khan et al. in (2011) and Uygur and Kilich (2009). In the second secondary hypothesis that studied effect of organizational commitment in employees' internal job satisfaction, the findings showed a positive and significant effect of organizational commitment in employees' internal job satisfaction and amount of this relationship is 0.95 . This finding matches the findings of Mamizadeh (1381), Dhladhla (2011), Saleh et.al (2012) and Zopiatis et al. (2014). In the third secondary hypothesis that studied effect of employees' job satisfaction in tendency to quit their job, the results showed a significant and negative effect of job satisfaction in employees in their tendency to quit job and amount of this relationship is -0.52 . This finding also matches the findings of Mamizadeh (1381), Dhladhla (2011), Saleh et.al (2012) and Zopiatis et.al (2014). In the fourth hypothesis that studied the effect of job involvement in employees' tendency to quit job, the results showed a significant and negative job involvement and employees' tendency to leave job and amount of this relationship is -0.33 .

References

- Branham. F , (2000), "Six Truth about Employ Turnover" , www.AMA.com
- Doaee, Habibollah., Mortazavi, Saeed., Koosha Zadeh, S. Ali. (1389). Effect of empowerment in employees' quitting job, journal of researches in management of human resources, 1389, second year, no.3and4.
- Karamali Zadeh, Elaheh. (1391) " job satisfaction and quitting job among employees". <http://www.iranmoshaver.org>."
- Khadem Agheli, Reza, effect of job involvement in employees' tendency to quit job via organizational commitment and job satisfaction (case study: employees in medical science in province of Gilan), M.A thesis, Islamic Azad university Astara branch.