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the effect of job SatiSfaction ON tuRNoveR iNteNtioNS

ABSTRACT:The aim of this paper is to explore the influence of specific aspects of job satisfaction on turnover intentions in Serbian companies. The starting premise is Herzberg's two-factor theory. Herzberg contends that job satisfaction is only a result of intrinsic factors - the content of work, possibilities for an individual to express themselves through work and develop their capacity and self-esteem. Extrinsic factors such as salary, management style, interpersonal relationships and job security can only contribute to the absence of dissatisfaction, but do not have the power to encourage a sense of satisfaction. Research into the effects of intrinsic and extrinsic satisfaction on turnover intentions has been conducted in the form of a survey, using a structured questionnaire that was filled out by 234 employees from several companies in Serbia. The statistical results show that both forms of job satisfaction (intrinsic and extrinsic satisfaction) establish an inverse relationship with the intentions of employees to leave their present jobs. The paper also confirms a significant impact of extrinsic factors of satisfaction on turnover intention among Serbian employees unlike the intrinsic factors.

Key words: intrinsic satisfaction, extrinsic satisfaction, job sat-

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isfaction, turnover intention.

Introduction

Over the past years, scholars have been directing much effort to investigating employees' turnover intentions towards their organizations. Acknowledging the strategic importance of human capital, organizations adapt the strategic practices of human resource management to recruit, develop and retain this valuable asset. Retaining human capital is very important in the ever-increasing competition to employ the most valuable employees in the marketplace.

Why employees leave or intend to leave current job is an issue faced by almost every organization, especially because they must succeed in adapting to changing market forces to retain key employees. In response to employee turnover, especially voluntary turnover, Mobley and colleagues (Mobley, Griffeth, Hand, Meglino, 1979) proposed a theoretical causal process to explain this phenomenon. The process consists of four core antecedents of employee turnover. In addition to demographic characteristics that may influence decisions of employees whether to retain or leave their jobs, the authors explore job satisfaction and work environment. The work environment factors significantly shape employee job satisfaction, which in turn shapes turnover intention. Finally, turnover intention influences voluntary turnover.

Theories of employee turnover have for long suggested that job satisfaction plays an important role in the processes leading to turnover (Boswell, Boudreau & Tichy, 2005). In particular, central to most turnover theories is the notion that job satisfaction directly and negatively relates to employees' intentions to quit their jobs (i.e., turnover intentions), which positively relate to the actual turnover. Indeed, meta-analyses of over 100 empirical studies (Griffeth, Hom & Gaertner, 2000) have documented the negative relationships of job satisfaction with turnover intentions and actual turnover.

Because of its significant effects on the turnover intention, the interest in investigating job satisfaction has not subsided. In our conditions, however, the most typical research is educational testing of job satisfaction, whereas there is almost no comprehensive research of the levels of job satisfaction in enterprises or certain branches of economy. An exception is the job satisfaction research among health workers which has recently become regular on the territory of the Republic of Serbia, due to the delicacy of the profession. In order to promote job satisfaction as an important role in understanding employee behavior

and turnover intention, this paper presents an important contribution to understanding those satisfaction factors which affect the decisions of employees to retain or leave their job.

the theoRetical backGRouNd aNd hypotheSeS

Job satisfaction

Simply put, job satisfaction is the extent to which people like their jobs (Spector, 1997). Job satisfaction is an important attitude for several reasons. For employees, job satisfaction has ramifications for subjective well-being (Judge & Hulin, 1993) and life satisfaction (Judge & Watanabe, 1993). Among managers, job satisfaction is often considered an important influence on employee behavior and, ultimately, organizational effectiveness (Spector, 1997).

Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Dunnette & Locke, 1976). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs.

Job satisfaction is "[...] an individual's attitude towards his job. Job satisfaction results from their perception of their jobs and the degree to which there is a good fit between the individual and the organizations" (Ivancevich, Olekalns & Matteson, 1997: 86). A person with a high level of job satisfaction invariably has positive attitudes towards his/her job; while a dissatisfied person has negative attitudes about his/her job. Conceptually, it is about a wider structure which is concerned with all or most characteristics of the job and the working environment, within which the employees are rewarded, fulfilled and satisfied, or frustrated and dissatisfied (Weiss, 2002). All previous arguments are based on a generally held assumption that the overall job satisfaction is related to the complex set of mutual relationships between tasks, roles, responsibilities, interactions, incentives and rewarding employees (Bowling & Hammond, 2008).

Two approaches are used for determining and measuring job satisfaction: the holistic and the indirect (additive) approach.

The holistic approach defines satisfaction as an affective relationship in which an individual's affection towards their job is expressed through their attachment to work, commitment to work and the importance the job has for them. According to the indirect (additive) approach, general job satisfaction is

the sum of satisfactions of individual aspects of the job which contribute to the total satisfaction to the degree which is significant for the individual. The list of factors which realize the effect on the job satisfaction degree differs among authors, but what they all have in common are the organizational conditions and personal traits of an individual.

Kates says that job satisfaction consists of several dimensions: attachment to a group, intrinsic satisfaction which results from performing certain tasks, the feeling of belonging to a work organization, satisfaction with the material status and job status (Kates, 1950). Sheridan and Slocum (1975) determined a ranking of what workers most want at work. The first place belongs to "the possibility for the job to be carried out well", and the second to "a manager who wants to listen and help the worker". After "being paid according to the competences", "the possibility for promotion" and "being paid by unit", "good associates" take the sixth position. A Research Report by the Society for Human Resource Management - SHRM for 2011 lists the following as the most important aspects of professional satisfaction: job safety and the possibility of using their own knowledge and competences; financial stability of an organization; relationships with the superiors; reimbursement/salary and the content of the job.

As opposed to this, Herzberg considers job satisfaction only as a product of job content, an opportunity for an individual to express themselves through work, to develop their capacities and self-respect; other factors, such as salary, management style, interpersonal relationships and job safety can only contribute to the absence of dissatisfaction, but they do not have the strength to create the feeling of satisfaction (Herzberg, Mausner & Sniderman, 1959).

Herzberg proposes two basic assumptions:

- o Job satisfaction and dissatisfaction are not the two opposite ends of the same continuum, but two separate constructs caused by various factors (satisfaction - lack of satisfaction, dissatisfaction - lack of dissatisfaction);
- o External factors (hygiene) that controlled management acting to dissatisfaction or dissatisfaction absence. External factors are not motivators because when they are absent they cause dissatisfaction (prevent activation of other groups of factors - motivator), and when they are present they cause absence of dissatisfaction, but have no impact on increasing motivation.

Internal (intrinsic) factors – motivators are: work full of challenges, success and achievement, responsibility, advancement and recognition, while the

external (extrinsic) or preventive factors are: interpersonal relations, salary, management and executives, working conditions and job security.

Meanwhile, a relevant research by Spector (1997) and Hirschfeld (2000) indicates that different aspects of job satisfaction could be split according to Herzberg's two dimensions. The intrinsic satisfaction refers to job tasks and job content such as variety, autonomy, skill utilization, self-fulfillment and personal growth. And at the same time, Buitendach and Witte (2005) state that extrinsic motivation refers to other factors such as salary, co-workers and work conditions.

Job satisfaction therefore, as an important work variable has significant influence on an individual worker as well as an organization. Many scholars believe that job satisfaction can affect workers' behavior and influence work productivity, employee absenteeism, work effort and turnover. For example, job satisfaction has been found to predict emotional well-being or psychological health of workers (Begley & Czajka, 1993); overall individual well-being (Diaz-Serrano & Cabra-Vierra, 2005) as well as intention of job leaving (Gazioglu & Tansel, 2002). To the organization, the more employees are satisfied, the more they are likely to earn profit for the organization, as low turnover and higher productivity are ensured (European Foundation for the Improvement of Living and Working Conditions, 2007). Studies have also established a significant relationship between job satisfaction and employee commitment, turnover, absenteeism, productivity and occupational stress (De Nobile & McCormick, 2005), organizational commitment (Hassan, Hassan & Mabekoje, 2008), burnout (Bacharach, Bamberger & Conley, 1991), turnover intention (Hulin, Roznowski & Hatiiya, 1985).

Turnover intention

Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization (Cotton & Tuttle, 1986). Tett and Meyer (1993), on the other hand, refer to turnover intentions as a conscious and deliberate willfulness to leave the organization.

Numerous researchers have attempted to answer the question of what determines people's turnover intention by investigating possible antecedents of employees' turnover intentions (Kalliath, Beck, 2001). While actual turnover behavior is the primary focus of interest to employers and researchers, turnover intention is argued to be a strong substitute indicator for such behavior. In his study, Moore (2002) found that lack of job satisfaction is among the factors that contribute to people's intention to quit their jobs. To date, there has been little consistency in findings, which is partly due to the diversity of employees

included in the research and the lack of consistency in the results. Therefore, there are several reasons why people quit one organization for another or why people leave organization. The experience of job-related stress (job stress), a range of factors that lead to job related stress (stressors), lack of commitment in the organization and job dissatisfaction all lead the employees to resign (Firth, Mellor, Moore & Loquet, 2007). This clearly indicates that these are individual decisions which make a person quit a job. There are also other factors, like personal agency, which involves a sense of powerlessness, locus of control and personal control. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events which influence their lives (Firth et al., 2004). Rita-Negrin and Tzafrir (2004) argue that employees quit organizations due to economic reasons. Using an economic model, they show that people quit organizations due to economic reasons and that these can be used to predict the labor turnover on the market. Solid local labor market conditions improve organizational stability (Schervish, 1983). Large organizations can provide employees with better chances for advancement and higher wages, and hence ensure organizational loyalty (Idson&Feaster 1990). Trevor (2001) argues that local unemployment rates interact with job satisfaction to predict turnover in the market. Other authors emphasize following causes of turnover intentions - emotional exhaustion, lower levels of intrinsic satisfaction, dissatisfaction with salary and dissatisfaction with the opportunities for promotion (Harrington et al., 2001).

Job satisfaction is one the factors that contribute to people's intention to quit their jobs (Moore, 2002); however, it is important from both manager's and the individual's perspective to understand the factors that mediate between job stress and turnover intention.

Job satisfaction and turnover intention

We focus primarily on changes in turnover intentions over time, as opposed to turnover behavior, as the key criterion, for several reasons. Firstly, the direct job satisfaction–turnover intentions link is central to most turnover theories and few would dispute the theoretical and empirical link between these two constructs. Secondly, even though there is no perfect relationship between turnover intentions and turnover behavior, and the two capture distinct constructs, turnover intention has been identified as the most reliable indicator of turnover behavior (Griffeth et al., 2000). Third, there is also evidence that, when employees with higher turnover intentions stay with their organizations, they tend to engage in fewer organizational membership behaviors and to underperform in their jobs (Cropanzano, Rupp & Byrne, 2003). Thus, turnover

intentions have been linked to other important organizational behaviors beyond just turnover.

Many studies conducted in different settings found a significant negative correlation between the facets of job satisfaction and turnover intention. Rahman et al. (2008) found that job satisfaction had negative effects on turnover intentions of IT professionals. According to Brough and Frame (2004) job satisfaction is a strong predictor of turnover intentions. Steven and John conducted a study to assess job satisfaction facets and turnover intention of software developers. They took nine facets of job satisfaction in order to see its impact on turnover intention. Turnover intention showed a significant negative correlation with all job satisfaction facets: pay, promotion, supervision, benefits, rewards, working condition, workers, nature of work, communication. It was noted also that the lack of employees involvement in decision making, dissatisfaction with management, job uncertainty and dissatisfaction with promotion contribute to turnover intention (Albaugh, 2003).

In accordance with the above, the aim of the research was related to investigating the effects of intrinsic and extrinsic aspects of job satisfaction on turnover intentions. Inspired by Herzberg's theory of motivation, we have tried to check stronger influence of extrinsic factors satisfaction on employees' turnover intention. Herzberg found that the pay, working conditions, interpersonal relationships, relationship between managers and employees, policy and work organization primarily cause dissatisfaction, as opposed to intrinsic factors related to the job itself and the personality of the individual. In other words, if the value of extrinsic factors is on a very low level, the employee will be dissatisfied, otherwise, not necessarily satisfied. Therefore, it is possible to set the following hypotheses:

H1: There is a negative correlation between satisfaction (intrinsic and extrinsic) and turnover intention.

H2: The impact of extrinsic satisfaction on turnover intentions is more important than the effects of intrinsic factors.

ReSeaRch Method

The purpose of this study was not only to advance our understanding of the relationships among the facets of job satisfaction and turnover intentions, but to

measure which job satisfaction facets are most significantly related to turnover intentions among employees in Serbian enterprises.

Sample

In the period from November 2013 to January 2014 a research was carried out by using a sample which encompassed several companies of different activities in private ownership and one enterprise in public ownership (Pension and Disability Fund of the Republic of Serbia). The research was carried out on a random sample of 234 employees, 166 employed in branches of the Pension and Disability Fund of the Republic of Serbia in Belgrade, Kruševac, Niš and Zaječar, 68 employed in the private sector for informatics and publishing. In the sample, there were 68 men (13, 9%) and 166 women (34%). The age of respondents ranged from 26 to 58, with the average age of a respondent – 41, and a standard deviation – 7, 6. The working years range among the respondents was from 1 to 35, with the average number of working years – 15, and a standard deviation of 7, 9.

Table 1: Descriptive Statistics (working year, age)

	N	Minimum	Maximum	Mean	Std. Deviation
Working years	233	1	35	15,05	7,974
Age	234	26	58	41,04	7,600
Valid N (list wise)	233				

Table 2: Descriptive Statistics (gender)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		254	52,0	52,0	52,0
	men	68	13,9	13,9	66,0
	women	166	34,0	34,0	100,0
	Total	488	100,0	100,0	

Measures

Job satisfaction scale (2005) developed by Singh and Sharma has been used, and it is comprehensive in nature. It is succinct, reliable and valid, and can be applied to any of the employees. This scale measures the level of job satisfaction which an employee perceives from various conditions and constituents of their job. The items included aspects of both intrinsic and extrinsic satisfaction. The items were satisfaction with the working conditions (choice of personal way of working, the time for work completion, work organization, work area, information within the organization, salary); professional development (opportunities for

promotion, education); relationship with the managers (support of the managers, the possibility of presenting ideas to managers); interpersonal relations and cooperation with colleagues, and general job satisfaction.

One category was used to measure the turnover intention. Respondents were asked about this category to indicate whether they have turnover intentions or not.

Data Analysis

The data were analyzed using the methods of descriptive statistics and reliability analysis. The hypotheses were tested using regression analyses. Satisfaction with all aspects of work and general job satisfaction was assigned an average score on a scale of 1 to 5, where 1 equals "very dissatisfied" and 5 equals "very satisfied". The turnover intention was registered through an average score on a scale from 1 to 2, where 1 equals "no turnover intention", 2 means there is turnover intention. The database was created in SPSS 20.0, in which data were statistically analyzed.

ReSuLtS

The descriptive statistics for the variables used to test the hypothesis are presented in Table 3. Scores for direct cooperation with colleagues, time for work completion, support of the managers, presenting ideas to managers, interpersonal relationships, choice of personal way of working, work organization, information within the organization, working area, opportunity for education, opportunity for job promotion, salary and general job satisfaction are ranged from 1.0 to 5.0 on a 5-point Likert scale. Turnover intention scores are ranged from 1.0 to 2.0. Opportunity for job promotion had the lowest mean score, with a value of 2, 88. The standard deviation for this variable was 0, 864. Followed by work organization which has a value of 2, 89 is information within the organization and salary with the value of 2, 97. The direct cooperation with colleagues variable had the highest mean score, with a value of 3, 72. Direct cooperation with colleagues scores were skewed toward higher values with a standard deviation of 0,708. The turnover intentions variable had a mean score of 1, 70 and a standard deviation of 0,212.

Table 3: Job satisfaction and turnover intention (descriptive statistics)

	Mean	Std. Deviation	Variance
Direct cooperation with colleagues	3,72	,708	,502
Time for work completion	3,32	,942	,888
Support of the managers	3,24	,998	,996
Presenting ideas to managers	3,17	1,061	1,127
Interpersonal relationships	3,26	,970	,940
Choice of personal way of working	3,46	,931	,868
Work organization	2,89	1,034	1,069
Information within the organization	2,97	,995	,991
Working area	3,29	1,260	1,587
Opportunity for education	3,34	,951	,904
Opportunity for job promotion	2,88	,864	,746
Salary	2,97	1,147	1,317
General job satisfaction	3,67	,796	,634
Turnover intention	1,70	,461	,212

Values listed in the table show that employees are least satisfied with opportunity for job promotion, work organization, information within the organization, while they are mostly satisfied with direct cooperation with colleagues and general job. Value turnover intention shows that respondents want to stay with the job they perform.

Pearson correlation coefficients for all of the variables in this study are presented in Table 4. The strongest correlations are between the variables of interpersonal relationship and opportunity for job promotion (.950), support of the managers and presenting ideas to managers (.636), and work organization and presenting ideas to managers (.614). The weakest correlations are between the variables of direct cooperation with colleagues and working area (.160), information within the organization and salary (.147). Pearson correlation coefficients in simple bivariate correlation were used to measure correlation between turnover intention and each variable. The strongest correlation among variable of turnover intention and all variables of job satisfaction was found with general job satisfaction (.575), choice of personal way of working (.422) and presenting ideas to managers (.398). The weakest correlations among variable of turnover intention and all variables of job satisfaction was found with opportunity for education (.241), support of the managers (.274), salary (.279) and working area (.281). In accordance with these data, we conclude that the respondents' intention to stay in organization is under the significant influence

of intrinsic factors (choice of personal way of working, presenting ideas to managers), while extrinsic factors have a smaller effect on the desire to remain in their work positions.

Table 4: Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13
Direct cooperation with colleagues	1												
Time for work completion	,334**												
Support of the managers	,395**	,524**											
Presenting ideas to managers	,316**	,371**	,636**										
Interpersonal relationships	,475**	,138*	,276**	,387**									
Choice of personal way of working	,467**	,349**	,378**	,461**	,499**								
Work organization	,329**	,508**	,593**	,614**	,504**	,542**							
Information within the organization	,167*	,142*	,436**	,396**	,159*	,218**	,424**						
Working area	,060	,361**	,400**	,511**	,168*	,317**	,436**	,174**					
Opportunity for education	,170**	,091	,251**	,313**	,172**	,441**	,214**	,315**	,252**				
Opportunity for job promotion	,160*	,097	,357**	,233**	,004	,216**	,160*	,378**	,049	,379**			
Salary	,367**	,214**	,186**	,205**	,435**	,339**	,237**	,147*	,041	,198**	,319**		
General job satisfaction	,423**	,417**	,499**	,508**	,352**	,476**	,485**	,242**	,338**	,357**	,244**	,266**	
Turnover intention	,337**	,303**	,274**	,398**	,331**	,422**	,340**	,294**	,281**	,241**	,295**	,279**	,575**

The descriptive statistics for the variables used to test the hypothesis are presented in Table 5. As it can be seen from the table, employees who have no intention of leaving the job are satisfied with all aspects of the work. In addition to general job satisfaction with a mean value of 3.98, (SD=.509), the employees are satisfied with the direct cooperation with colleagues (mean=3.88, SD=.481)) and choice of personal way of working (mean=3.72, SD=.796), while they are least satisfied with opportunity for job promotion (mean=3.06, SD=.803).

Data make us to conclude that with employees who have no intention of leaving the organization intrinsic and extrinsic satisfaction in equal measure is very highly perceived. More satisfied employees intend to remain in the organization in which they currently operate, which is in accordance with the assumption of a negative correlation between job satisfaction and turnover intentions. These findings confirm the first hypothesis of the negative correlation between the job satisfaction and turnover intention. With respondents satisfied with all aspects of their jobs and general jobs there is no indication of turnover intention.

Table 5 : Intention of employees to keep their jobs (N=163)

	Mean	Std. Deviation
General job satisfaction	3,98	,509
Direct cooperation with colleagues	3,88	,481
Time for work completion	3,51	,863
Support of the managers	3,42	,955
Presenting ideas to managers	3,45	,950
Interpersonal relationships	3,47	,884
Choice of personal way of working	3,72	,796
Work organization	3,12	,967
Information within the organization	3,17	,918
Working area	3,52	1,214
Opportunity for education	3,50	,842
Opportunity for job promotion	3,06	,803
Salary	3,18	1,096

The hypotheses were tested using multiple linear regressions. All independent job satisfaction variables were included in the model for predicting the dependent variable of turnover intentions. We can see from Table 6.that variables of direct cooperation with colleagues, time for work completion, choice of personal way of working and opportunity for education and information within the organization most contribute to the explanation of intention of employees to keep their jobs. In addition, the variables of the opportunity for education (Sig. =0.001), and the time for work completion (Sig. = .005) provide a significant and unique contribution to the prediction of employees' intentions. These findings confirm the second hypothesis of a significant impact of extrinsic factors on turnover intention. Respondents who wish to keep their jobs are mainly influenced by intrinsic factors such as the opportunity for education, the choice of personal way of working and the time for work completion.

Table 6: Linear Regression Partial Correlation Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,297	,358		3,626	,000
Direct cooperation with colleagues	,225	,099	,213	2,269	,025
Time for work completion	,149	,052	,253	2,858	,005
Support of the managers	-,060	,055	-,112	-1,084	,280
Presenting ideas to managers	,040	,050	,075	,812	,418
Interpersonal relationships	-,009	,055	-,015	-,159	,874
Choice of personal way of working	,143	,052	,224	2,761	,006
Work organization	,075	,055	,142	1,354	,178
Information within the organization	-,093	,042	-,169	-2,227	,027
Working area	-,018	,034	-,043	-,528	,598
Opportunity for education	,139	,042	,230	3,305	,001
Opportunity for job promotion	,097	,049	,154	1,991	,048
Salary	,060	,033	,128	1,820	,071

The Table 7 presents the results of evaluation of satisfaction among employees who had expressed the intention to leave the current job. Mean values are significantly lower compared with the values reported above. Except for the satisfaction with direct cooperation with colleagues (mean=3.37, SD. =0.975), there is evident general dissatisfaction with all other aspects of the work. Work organization had the lowest mean score, with a value of 2.35. The standard deviation for this variable was 0.987. It is followed by salary, with a value of 2.48 (SD. =1.119) and the opportunity for job promotion (mean=2.49, SD=0.876). These findings confirm the first hypothesis of the negative correlation between job satisfaction and turnover intention. Respondents dissatisfied with all aspects of the job and general job indicate the turnover intention.

Table 7: Turnover intention among employees (N=71)

	Mean	Std. Deviation
General job satisfaction	2,97	,894
Direct cooperation with colleagues	3,37	,975
Time for work completion	2,89	,979
Support of the managers	2,83	,978
Presenting ideas to managers	2,52	1,026
Interpersonal relationships	2,77	,988

Choice of personal way of working	2,86	,946
Work organization	2,35	,987
Information within the organization	2,52	1,026
Working area	2,76	1,213
Opportunity for education	2,99	1,089
Opportunity for job promotion	2,49	,876
Salary	2,48	1,119

Using multiple linear regressions we see that variables of support of the managers and interpersonal relationships most contribute to the explanation of employees' turnover intention (Table 8). In addition, variable of support of the managers (Sig. =0.001) provide a significant unique contribution to the prediction of turnover intention. The results of this analysis confirm the second hypothesis of a significant impact of extrinsic factors on the turnover intention. Respondents dissatisfied with extrinsic factors (support of managers, interpersonal relationship) in the organization show the turnover intention.

Table 8: Linear Regression Partial Correlation Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,646	,558		2,950	,005
Direct cooperation with colleagues	,061	,111	,066	,547	,587
Time for work completion	-,010	,122	-,011	-,085	,932
Support of the managers	,514	,144	,562	3,567	,001
Presenting ideas to managers	,123	,133	,141	,929	,357
Interpersonal relationships	-,300	,135	-,332	-2,221	,030
Choice of personal way of working	,036	,165	,038	,215	,831
Work organization	,152	,141	,168	1,080	,285
Information within the organization	-,094	,115	-,108	-,818	,417
Working area	-,002	,087	-,003	-,024	,981
Opportunity for education	,144	,130	,176	1,108	,273
Opportunity for job promotion	-,109	,133	-,107	-,821	,415
Salary	-,062	,116	-,078	-,532	,597

diScuSSioN aNd coNcLuSioN ReMaRKs

The purposes of this study were to determine the effects of job satisfaction on turnover intentions among the employees in Serbia. The statistical results obtained in this study showed that both forms of job satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employees' turnover intentions. The results of this work are an addition to the extensive research on the relationship between job satisfaction and employee intention to leave the organization.

A key finding of this study relates to the positive correlation between job satisfaction and intentions to remain employed in the organization. In this study the hypothesis of a negative correlation between job satisfaction and turnover intention was confirmed. In other words, satisfied employees do not have intention to leave their job. Out of the total number of employees who participated in the survey, 75% answered that they had no intention of changing their jobs. They are satisfied with almost all aspects of the work which is consistent with our expectations of both direct and negative impact of intrinsic and extrinsic factors on turnover intention. Satisfied employees perceive their organization as a pleasant working environment in which encouraging good relationship with colleagues and superiors allowed autonomy in performing work tasks and developing their own capacities. The only exception is dissatisfaction with opportunities for promotion, which in our opinion may be the result of very low rates of voluntary job leaving. This especially applies to employees in the public sector who enjoy privileges in addition to monetary and other benefits such as job security and strict respect of their rights as opposed to employees in private enterprises.

On the other hand, this study has shown that turnover intention is observed with dissatisfied employees. It has been shown that such employees are not satisfied with all the aspects of the job compared with satisfied employees.

Another key finding in this study relates to the stronger influence of extrinsic satisfaction of the desire of employees to leave the organization. Thus, it confirms the second hypothesis of a significant impact of extrinsic factors of job satisfaction on turnover intention.

In line with our expectations it was proved that extrinsic factors (especially dissatisfaction with support of the manager) produce turnover intentions. It is plausible that when employees judge the institution as fair and supportive, particularly with regards to comfortable work conditions, a solid relationship among the co-workers and supervisors and positive feelings of well-being will be

created, which is likely to stimulate them to reciprocate through loyalty to the company. For this reason, their intention to leave the current institution will be reduced. The reasons for this result can be linked to fundamental values of the national culture. Classifying the order culture with a high degree of collectivism, it is not surprising that Serbian workers need close and harmonious relationships with colleagues, especially with superiors. Superiors are expected to have frequent conversations with employees to reduce their uncertainty and insecurity and to foster feelings of identification with the organization. Because of the relatively frequent interactions between most employees and their supervisors, the supervisors become the primary focus and the potential shaper of employees' support perceptions. As seen by our results, a supportive supervisor may be able to cover for the shortcomings of organizational policies. But, on the other hand, management should provide relative support to supervisors to bond with the organizations. For employees, attachment to a supervisor means attachment to the organization only as long as the employees see the supervisor as loyal to the company.

The implication for turnover research is that future studies should always consider the potential of employees' relationship with their supervisors as a factor in turnover intentions.

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РЕЗИМЕ

УТИЦАЈ ЗАДОВОЉСТВА ЗАПОСЛЕНИХ НА НАМЕРЕ НАПУШТАЊА ПОСЛА

Циљ овог рада јесте испитивање утицаја задовољства појединим аспектима посла на намере његовог напуштања међу запосленима у српским предузећима. Полазну премису представља Херцбергова двофакторска теорија. Херцберг сматра да је задовољство послом искључиво производ садржаја посла, могућности да кроз посао појединац изрази себе, развије своје капацитете и самопоштовање, а да остали фактори као што су висина плате, стил руковођења, међуљудски односи и сигурност посла могу допринети само одсуству незадовољства, али немају снагу стварања осећаја сатисфакције. За потребе овог рада обављено је истраживање коришћењем анонимног упитника које је попунило 234 запослених из неколико предузећа у Србији. Статистички подаци потврђују негативну корелацију између задовољства запослених и њихове намере у напуштању посла. Потврђен је такође значајнији утицај екстринзичних фактора задовољства на намере запослених у напуштању посла за разлику од утицаја интринзичних фактора.

Кључне речи: интринзично задовољство, екстринзично задовољство, задовољство послом, намере напуштања посла.

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