

A Study on the Relationship between Job Satisfaction and Turnover Intention - Taking M Company as an Example

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Abstract: This study focuses on M Company and explores the relationship between job satisfaction and turnover intention. Through questionnaire survey and data analysis, using SPSS 21.0 software for descriptive statistics, analysis of variance, correlation analysis, and regression analysis, this study found that the job satisfaction of employees in the company was generally low, while their turnover intention was high. Among the five dimensions of job satisfaction, employees show the highest satisfaction with teamwork and the lowest satisfaction with job returns. In addition, this study also found a significant negative correlation between job satisfaction and turnover intention of enterprise employees. Based on these research findings, this article proposes the following three suggestions to help improve the human resources management of the enterprise: improving the modernization level of enterprise performance management, establishing a reasonable and incentivized salary system, and improving the communication and exchange mechanism between superiors and subordinates.

Key words: M company; Job satisfaction; Resignation intention

1 Introduction

This article measures job satisfaction and turnover intention of employees in plastic flexible packaging production enterprises such as M Company, and uses SPSS 21.0 to conduct descriptive statistical analysis on the obtained data, aiming to understand the current situation of job satisfaction and turnover intention of enterprise employees. In addition, through inferential statistical analysis, the degree and direction of correlation between job satisfaction and turnover intention of company employees were studied. The differences in demographic variables between job satisfaction and turnover intention were analyzed, and which variables had a significant impact on employee job satisfaction were explored. Finally, by studying ways and methods to enhance job satisfaction, specific solutions were found to reduce turnover intention, providing a reference basis for human resource management in enterprises, which is conducive to maintaining the healthy and stable development of enterprises, and promoting the rapid development of the plastic flexible packaging industry in Henan Province.

2 Review of theoretical explanations on job satisfaction and turnover intention

2.1 Review of job satisfaction research

In numerous studies on job satisfaction, different researchers have different backgrounds and purposes when studying job satisfaction. Therefore, most researchers have different definitions of job satisfaction.

American economist Hopdock (2014) concluded that job satisfaction is the subjective psychological perception of employees' physiological and psychological aspects of the work environment and motivation by studying the impact of job related factors such as working conditions and leadership style on their individual employees.

Li Yuexing (2023) believes that job satisfaction is a broad

concept that refers to employees identifying factors that affect job satisfaction and the work environment, as well as factors of disappointment and frustration. It is their evaluation of their own work or work status.

Liang Qingqing (2022), in studying the influencing factors and countermeasures of job satisfaction among employees in a certain company, summarized the research results of previous scholars and divided the dimensions of job satisfaction into four dimensions based on her own research, namely satisfaction with job remuneration, satisfaction with work environment, satisfaction with the public group, and satisfaction with enterprise management.

2.2 Review of Turnover Intention Research

In his empirical research, yangxiuwei (2005) defined turnover intention as a specific attitude of deciding to do something, which is a clear purpose and plan in the minds of employees, based on the research content and understanding of many different definitions.

Luchang'e (2022) defined turnover intention as an inner subjective possibility that employees want to change their existing jobs within a period of time.

In his empirical research, yuzhenbing (2022) made a correlation analysis and concluded that there was a significant negative correlation between job satisfaction and turnover intention.

In her master's thesis, Cheng Qian (2022) conducted an empirical study on employees of property enterprises. Through the bivariate correlation analysis and multiple linear regression analysis of relevant variables, it was concluded that job satisfaction and its dimensions had a negative role in promoting turnover intention.

Fangyingying (2022) in the empirical research on knowledge workers after the "80", through relevant research, came to the following conclusion: there is a significant negative correlation between employee job satisfaction and turnover intention.

3 Questionnaire survey

3.1 Questionnaire design

The first part is about the statistical variables of company M, including the main basic information of employees.

The second part is the information about the job satisfaction of employees in M company. This part of the questionnaire has 37

questions, including salary, environment, culture, leadership, team, communication, recruitment and training, performance management and other aspects. According to the division of job satisfaction dimensions by Lu Jia and Shi Kan and the research needs of this paper, this paper summarizes the 37 questions in the questionnaire and divides them into five dimensions. The specific classification of dimensions is shown in table 1:

Table 1 item classification of each dimension of employee job satisfaction scale

dimension	Title number
leadership behavior	B12, B14, B15, B20, B22, B23, B25, B26, b37
Management measures	B18, B19, B24, B33, B34, B36
Return on work	B1, B2, B5, B6, B8, B9, B10, B11, B16, B27, B29, B31, B32
team work	B3, B21, B28
Work motivation	B4, B7, B13, B17, B30, B35

The third part is the turnover intention scale. There are five different questions in this part. Based on the subjective will of employees, the turnover intention of employees is comprehensively evaluated.

3.2 Basic information of questionnaire collection

A total of 130 questionnaires were sent out and 127 were actually received in this survey. Excluding incomplete questionnaires and those that continuously selected the same

option, 121 valid questionnaires were actually received, so the questionnaire recovery rate was 97.7% and the effective rate was 93.1%.

3.3 Validity and reliability of the questionnaire

3.3.1 Validity and reliability test of job satisfaction scale

Before factor analysis, kmo test and Bartlett sphericity test were conducted to confirm whether the scale is suitable for factor analysis. The inspection results are shown in table 2:

Table 2 kmo and Bartlett inspection

Kaiser Meyer Olkin measure of sampling efficiency		.762
Bartlett's test of sphericity	Approx.chi-square	5916.925
	DF	666
	Sig	.000

Table 3-2 shows that the kmo test coefficient of the job satisfaction scale in the questionnaire is 0.762 and greater than 0.70, indicating that it has passed the kmo test, while the Bartlett sphericity test statistic is 5916.925, and the corresponding probability p value is less than the significance level, indicating that it has also passed Bartlett's sphericity test, so it is suitable for factor

analysis.

3.3.2 Validity and reliability test of turnover intention scale

Before factor analysis, kmo test and Bartlett sphericity test were conducted to confirm whether the scale is suitable for factor analysis. The inspection results are shown in table 3:

Table 3 KMO inspection and Bartlett sphericity inspection table

Kaiser Meyer Olkin measure of sampling efficiency		.768
Bartlett's test of sphericity	Approx.chi-square	147.108
	DF	10
	Sig	.000

Table 3-3 shows that the kmo test coefficient of the turnover intention scale in the questionnaire is 0.768 and greater than 0.7, indicating that it has passed the kmo test, while the Bartlett sphericity test statistic is 147.108, and the corresponding probability p value is less than the significance level, indicating that it has also passed Bartlett's sphericity test, so it is suitable for factor analysis.

4 An empirical study based on the employees of M company

4.1 Descriptive statistical analysis of job satisfaction and turnover intention

Based on the data obtained from the questionnaire survey, SPSS 21.0 was used to conduct descriptive statistical analysis on job satisfaction and turnover intention. The results are shown in

table 4:

Table 4 descriptive statistics of job satisfaction and turnover intention

factor	minimum value	Maximum	mean value	standard deviation
Job satisfaction	2.11	3.89	2.8635	0.43091
Turnover intention	2.00	5.00	3.3504	0.62837

According to table 4-1 above, the average score of job satisfaction is 2.8635, which is lower than the average level of 3. This figure shows that employees are not satisfied with their work as a whole. The average score of turnover intention is higher than the average level, equal to 3.3504, which indicates that the turnover intention is high. Overall, job satisfaction is not high, while

turnover intention is relatively high.

4.2 Variance analysis of employees of different ages

SPSS 21.0 was used to conduct one-way ANOVA with job satisfaction and turnover intention as dependent variables and employee age as factor. The output results are shown in Table 5:

Table 5 one way ANOVA results of employees of different ages

	Age	N	mean value	Homogeneity test of variance		ANOVA	
				Levene statistics	Significance	F	Significance
Job satisfaction	Under 20 years old	23	2.8954	1.367	0.256	1.100	0.352
	20-25 years old	34	2.7957				
	26-34 years old	39	2.8254				
	Older than 35	25	2.9859				
	Total	121	2.8635				
Turnover intention	Under 20 years old	23	3.3826	0.422	0.737	1.600	0.193
	20-25 years old	34	3.3941				
	26-34 years old	39	3.4462				
	Older than 35	25	3.1120				
	Total	121	3.3504				
leadership behavior	Under 20 years old	23	2.7391	0.443	0.723	0.210	0.889
	20-25 years old	34	2.6209				
	26-34 years old	39	2.7037				
	Older than 35	25	2.7156				
	Total	121	2.6896				
Management measures	Under 20 years old	23	2.8043	1.948	0.126	1.586	0.197
	20-25 years old	34	2.8284				
	26-34 years old	39	2.7906				
	Older than 35	25	3.1000				
	Total	121	2.8678				
Return on work	Under 20 years old	23	2.8562	2.295	0.081	1.340	0.265
	20-25 years old	34	2.7443				
	26-34 years old	39	2.7456				
	Older than 35	25	3.0769				
	Total	121	2.8347				
team work	Under 20 years old	23	3.6377	0.459	0.711	0.476	0.700
	20-25 years old	34	3.7157				
	26-34 years old	39	3.7863				
	Older than 35	25	3.6133				
	Total	121	3.7025				
Work motivation	Under 20 years old	23	2.9348	2.619	0.054	0.556	0.645
	20-25 years old	34	2.6765				
	26-34 years old	39	2.7350				
	Older than 35	25	2.7667				
	Total	121	2.7631				

It can be seen from the table above that the probability p values corresponding to the F values of job satisfaction, turnover intention and the five dimensions of job satisfaction are greater than the significance level of 0.05, indicating that the different ages of employees have no significant impact on their job satisfaction,

turnover intention and the five subdivisions of job satisfaction.

4.3 Correlation analysis of job satisfaction and its dimensions with turnover intention

SPSS 21.0 was used to analyze job satisfaction, its five

dimensions and turnover intention. The analysis results are shown in table 6.

Table 6 correlation analysis among variables

		Job satisfaction	Turnover intention	leadership behavior	Management measures	Return on work	team work	Work motivation
Job satisfaction	Pearson correlation	1	-.723**	.678**	.508**	.808**	.445**	.429**
	Significance (bilateral)		.000	.000	.000	.000	.000	.000
Turnover intention	Pearson correlation	-.723**	1	-.474**	-.351**	-.504**	-.357**	-.495**
	Significance (bilateral)	.000		.000	.000	.000	.000	.000
leadership behavior	Pearson correlation	.678**	-.474**	1	.216*	.356**	.290**	.139
	Significance (bilateral)	.000	.000		.017	.000	.001	.127
Management measures	Pearson correlation	.508**	-.351**	.216*	1	.212*	.123	.232*
	Significance (bilateral)	.000	.000	.017		.019	.180	.011
Return on work	Pearson correlation	.808**	-.504**	.356**	.212*	1	.289**	.054
	Significance (bilateral)	.000	.000	.000	.019		.001	.554
team work	Pearson correlation	.445**	-.357**	.290**	.123	.289**	1	.100
	Significance (bilateral)	.000	.000	.001	.180	.001		.277
Work motivation	Pearson correlation	.429**	-.495**	.139	.232*	.054	.100	1
	Significance (bilateral)	.000	.000	.127	.011	.554	.277	
**There was a significant correlation at the.01 level (bilateral).								
*There was a significant correlation at the 0.05 level (bilateral).								

According to the table above, there is a significant positive correlation between the five dimensions of job satisfaction and their overall satisfaction, which indicates that the job satisfaction of employees can be well measured by measuring the satisfaction of employees with these five dimensions, and from the correlation coefficient, it can be seen that among the five factors, leadership behavior and job return have a greater impact on job satisfaction. The correlation between job satisfaction and turnover intention is significantly negative.

5 Suggestions on enterprise human resource management based on the conclusion of empirical research of M company

As a modern enterprise, M company can take the following measures in human resource management to improve the level of performance management, formulate a reasonable and incentive salary system and establish a perfect communication mechanism between superiors and subordinates.

5.1 Improve the modernization level of performance management in M company

The performance management level of M company directly affects the operation efficiency of the company and the enthusiasm of employees. In order to improve the modernization level of M company's performance management, the following measures can

be taken:

5.1.1 Establish clear objectives and indicator system

Clarify the objectives and indicators of company M, and then allocate realizable indicator systems for different employees, such as sales, market share, customer satisfaction, etc., so as to improve the performance management level of the company.

5.1.2 Introduce advanced performance evaluation methods

Adopt a variety of advanced and scientific evaluation methods, such as 360 degree evaluation, KPI evaluation, MBO, etc., to evaluate the performance of employees, so as to evaluate employees scientifically and impartially.

5.1.3 Strengthen employee performance management

For employees with excellent performance, material awards or promotion can be given to them to stimulate their enthusiasm for work. At the same time, guidance and help can be given to employees with poor performance to help them improve their work ability and performance.

5.2 Establish a reasonable and incentive compensation system

Salary system is one of the core of enterprise management. A competitive salary system can effectively stimulate the enthusiasm and energy of employees. To improve the salary system of M company, we can start from the following aspects.

5.2.1 Appropriately raise the fixed wage level

Take appropriate adjustment plans, moderately increase the fixed wage level, provide more stable sources of income for employees, and improve employees' sense of belonging and loyalty.

5.2.2 Introduce option incentive mechanism

According to the actual performance and contribution of employees, employees are allocated with option incentives to enhance their sense of belonging and collective honor to the company.

5.3 Establish a perfect communication mechanism between superiors and subordinates

Establishing a good communication mechanism between superiors and subordinates is a necessary condition for the efficient operation of M company management, and also an important guarantee for employee satisfaction. Now let's discuss how to establish a perfect communication mechanism between superiors and subordinates.

5.3.1 Regular business meetings

Enterprise meetings can be used as one of the main forms of communication between superiors and subordinates, through which the latest developments and management modes of the enterprise can be exchanged, and the problems and feedback of employees on the work of the company can be fed back. During the meeting, employees can conduct interactive exchanges by asking questions and answering questions, sharing enterprise experience, and telling

about work gains.

5.3.2 Regular management meetings

The management meeting can become an important communication platform for M company. By discussing issues related to organizational management, it can help the leadership better understand the current situation of enterprise management and exchange employees' suggestions and opinions on enterprise management.

5.3.3 Establish employee feedback mechanism

Establish employee feedback mechanism, and regularly collect and feed back opinions on the company's work, management and culture with employees. Through this mechanism, employees can enjoy a higher sense of participation and identity. At the same time, they can better understand the needs of employees and optimize human resource management.

6 Conclusion

To sum up, the above measures are needed to improve the modernization level of M company's performance management, formulate a reasonable and incentive compensation system, and establish a perfect communication mechanism between superiors and subordinates. This can not only improve the performance level of the company and the enthusiasm of employees, but also improve the satisfaction of employees and the core competitiveness of the enterprise.

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