

# **Job satisfaction and Individual Organizational Adjustment: An Empirical Investigation of its Relationship with Turnover Intentions**

**By**

**Fakiha Bashir**

Scholar, Iqra University Karachi, Pakistan

E-mail: [fakiha.bashir@gmail.com](mailto:fakiha.bashir@gmail.com)

**Dr. Faisal Shafique Butt**

COMSATS University Islamabad, Wah Campus, Pakistan

E-mail: [faisalbutt@ciitwah.edu.pk](mailto:faisalbutt@ciitwah.edu.pk)

**Neha Riaz Khan**

Lecturer, Government College University Lahore, Pakistan

E-mail: [nehariaz@gcu.edu.pk](mailto:nehariaz@gcu.edu.pk)

**Sohail Ahmad Phatak**

Federal Ombudsman (Wafaqi Mohtasib) of Pakistan

E-mail: [Sohail\\_phatak@yahoo.com](mailto:Sohail_phatak@yahoo.com)

**Pradyumansinh Raj**

Assistant Professor, Faculty of Arts, Humanities and Social Sciences Gokul Global University, India

E-mail: [pradyumanraj29@gmail.com](mailto:pradyumanraj29@gmail.com)

**Muhammad Mohsin**

Iqra University Islamabad Campus, Pakistan

E-mail: [mmohsinr@yahoo.com](mailto:mmohsinr@yahoo.com)

**Tariq Rafique**

Preston University Islamabad, Pakistan

E-mail: [dr.tariq1106@gmail.com](mailto:dr.tariq1106@gmail.com)

## **Abstract**

Using the adaptation theory as a framework, this study investigates the relationship between person-organization fit and job satisfaction and its impact on turnover intention. The results indicate that job satisfaction is negatively associated with turnover intention, positively associated with person-organization fit, and also influenced by rotation intention, job pressure satisfaction, and management factor satisfaction. The study employed SPSS 23.0 for data analysis, and Cronbach's alpha coefficient was used to assess the internal consistency reliability of the survey. The findings showed that the questionnaire had high overall reliability, with a Cronbach's alpha coefficient of 0.901, indicating strong internal consistency across all scales. Previous research shows that Cronbach's alpha coefficient greater than 0.5 is acceptable, while values greater than 0.7 indicate high reliability.

**Keywords:** selection of the appropriate individual; job satisfaction; turnover intention.

## Introduction

The problem of employee turnover has been worse since the 20th century, attracting researchers' interest. On the other hand, businesses implement downsizing and layoff tactics. Many employees passively depart to cut operating costs; on the other hand, organizational loyalty of the firm's core personnel falls and initiates the difficulty of preventing turnover is a growing concern. There are numerous strategies to prevent employee turnover, but their actions are frequently restricted to wage changes and training initiatives, which are less efficient in the long run. What fundamentally lowers the organization's core personnel turnover rate will lower the cost of hiring and retaining new employees for businesses and make the question worth investigating (Aydogdu & Asikgil, 2011).

According to the person-environment adjustment theory, based on the behavioural interaction theory, behaviour depends on both the environment and the individual. According to the numerical view, the individual is irrelevant. Changes in behaviour and attitudes cannot be solely attributed to a trait or the environment. That is, if a person's personal qualities match those of the environment in which they live, they will have a more favourable influence. These sound effects will subsequently induce positive attitudes and actions. This interaction between humans and the environment best explains this variety. Personal-Job adjustment, Personal-Organization adjustment, and individual-group matching are some of the types included in employees' turnover intention (Ibrahim et al., 2016). Researchers and managers find that individual, organizational adjustment is flexible and significant in lowering employee turnover in a highly competitive corporate environment and under market conditions of labour shortage.

## Useful conceptualizations and theoretical presumptions

Personal and organizational adjustment has numerous definitions. According to several academics, individual and organizational adjustment is widely defined as the compatibility between people and organizations. For instance, Schneider thought that people and organizations are related. Due to their commonalities, they are drawn to one another. Just get structured, and the employees will stay in the organization if there is still mutual appeal. Instead, either voluntarily or involuntarily, employees leave the organization. The individual, organizational adjustment has been mainly defined using two different definitions in prior studies: The add-on technique suggested by (Haque et al., 2019) Separates complementary coincidences from complementary coincidences.

The proposed demand and supply points of view have three differences in opinion. Although these two organizational adjustment characteristics have been studied extensively, they are rarely combined. Due to this, the individual organizational adjustment model defines an individual, organizational adjustment as any of the following: Accordance with the organization: At least one of the stakeholders has the financial means to give the other party what they need; both the organizational and personal tools have some fundamental traits (Dhiman & Mohanty, 2010).

Numerous definitions of job satisfaction are in use today. Specifically, the expectation gap definition considers a person's degree of job satisfaction to be their actual level, the discrepancy between what was got and what was anticipated. A description of the reference architecture is also referred to as a person's unique architecture. The findings after discussing sexuality with an emphasis on the worker emotional reactions to their work's qualities this research. An established frame of reference determines job satisfaction.

Employees who have worked for the organizations are said to have the intention to depart. The subsequent decision or plan to leave the organization while leaving. The act of an employee leaving the organization is referred to as behaviour. If psychological trends are used with employee satisfaction surveys to understand the reasons for unhappiness within the business, management issues within the organization may be resolved. The factors that influence the intention to leave the job can be broken down into the following categories, according to the theory on employee turnover: controlling variables that affect turnover intention and behaviour.

The following elements affect the desire to depart: Youth people are likelier than middle-aged people because they are not inspired by their jobs, according to the particular reasons aspect of the explanation. There is a loss of accomplishment within the organization. Organizational elements, such as pay and benefits, training and promotion opportunities, job productivity and conditions, etc., employees, yes, how many upgrades you felt were unjust or were influenced by your wage level? Less personnel and inadequate training may result in plans for turnover. Factors that influence how individuals and organizations match, i.e., how valuable employees are, preferences, personality traits, corporate culture, organizational traditions, etc. Additionally, this study's primary focus is determining how environmental influences include the state of the job market and employment options outside the organization.

## Literature Review

Long-term employee engagement and organizational flexibility depend on a solid adjustment between people and organizations. Previous research in these areas showed Personal views of the importance of organizational adjustment and job fit for job satisfaction and organizational commitment were compared in the study (Hasin & Omar, 2007). Promise, corporate identity, stress at work, and intention to leave and change jobs Impact. He believes the fit between a person and an organization is crucial. Changes in physique and employment have severe detrimental impacts on both the individual and the workplace. Job happiness, organizational commitment, and organizational identity are all significantly impacted by matching. It hurts job stress and turnover intention (Elrehail et al., 2019).

Job satisfaction and intent to leave are significantly influenced by individual organization adjustment. According to Guo Jianzhi (2023), concordance is crucial for organizational commitment, civic behaviour, and self-rated performance. Attendance and job satisfaction are also predictive, particularly at higher levels of organizational commitment and explanatory power. The greater the fit between an individual and an organization, the increased job performance is correlated with higher job satisfaction. However, personal O The modification has little or no impact on the goal of the organizational transformation. According to research, the more people who fit into an organization, the greater the job satisfaction; however, the employee job satisfaction will be lower, and the intention to leave will be negatively impacted. (Chew, 2004)

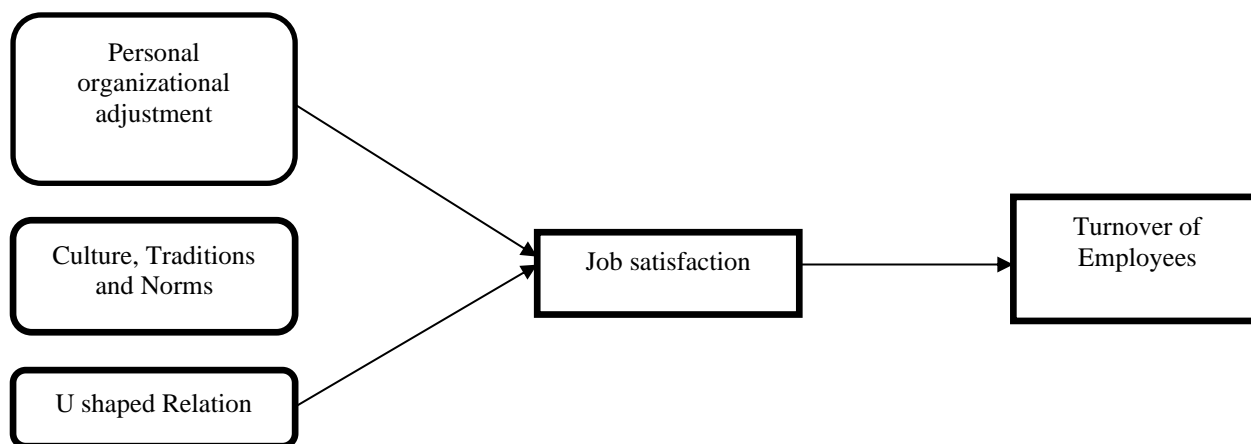
Research by Zhuang Aijia (2022) has shown that employee job satisfaction will be lower, and the intention to leave is adversely connected with individual and organizational adjustment. The more people fit into the organization, the higher the job satisfaction. An individual organizational adjustment has a decisive impact on organizational commitment. Additionally, the turnover intention is subject to some predictive power. In other words, for teams where people and organizations are better matched. In addition to boosting job

satisfaction, it will lessen employees' desire to leave their current employers. Because of this, this study suggests supposing: individual and organizational adjustment

It is supposed to influence job satisfaction in a good way significantly. Assume that a personal, organizational adjustment has a strong positive impact on job motivation satisfaction. Individual and organizational adjustment strongly impacts contentment with autonomy; the hypothesis assumes that personal and organizational adjustment has a significant positive effect on job satisfaction (Werbel & Johnson, 2001). According to theory, individual and organizational adjustment should contribute to management's sense of pride. d personal, organizational adjustment t is believed to have a considerable favourable impact on management factors' satisfaction. Speculation: individual and organizational adjustment negatively affects turnover intention (Tripathi et al., 2020).

There are numerous unanswered topics regarding job satisfaction and intention to leave. However, research suggests that overall job satisfaction and specific job satisfaction characteristics significantly affect employee turnover intentions. Impacting employee satisfaction with the job is the primary determinant of intent to leave. A sensation of development, feeling content with the promotion, feeling under pressure to advance professionally, feeling intense devotion, and feeling contentment with the verified compensation. A significant negative association exists between job satisfaction and the intention to quit. Each aspect of job satisfaction and the desire to leave negatively correlates with the job, the workgroup, and the person. The highest degree of discordance between turnover intentions. This illustrates how excellent job satisfaction may lower employee turnover (Churchill Jr & Peter, 1984).

### Framework of the study



**Fig 1**

**Hypothesis 1:** The turnover intention is negatively impacted by job satisfaction.

**Hypothesis 2:** Satisfaction with job incentives has a solid unfavourable impact on the intention to flip around. It is hypothesized that autonomy satisfaction has a significant effect on turnover intention.

**Hypothesis 3:** Job dissatisfaction considerably negatively impacts the intention to leave.

**Hypothesis 4:** The likelihood of turnover is significantly impacted by satisfaction with management factors.

## **A substantial negative effect**

The currently available research on individual, organizational adjustment and turnover intentions discussed the job satisfaction variable. According to this study, individual and organizational adjustment and turnover intention are mediated by job satisfaction. In other words, personal and organizational adjustment influences turnover by affecting job satisfaction.

## **Research techniques and items**

The reliability score was primarily used in this study's statistical data analysis. Analytics, descriptive analysis, correlation analysis, and regression analysis are all types of statistical analysis. Analysis approach. Utilizing statistics from SPSS 23.0, all data was examined, processing software for analysis. This study looks into privately held and state-owned businesses in Shenzhen. Companies and businesses with foreign funding are just two examples of the nine organizations. 282 of the 320 questionnaires were recovered, for an 88.13% recovery rate. There were 260 valid questionnaires, or 92.20%, and 148 were male.

One hundred twelve females, with samples ranging in age from 20 to 25 and 26 to 35. Ninety-seven originals, 37 samples between the ages of 36 and 45, and 14 samples older than 45. In addition, samples with a high school or technical high school diploma or less represented 30.76%; samples with a university degree represented 23.08%; samples with a university degree represented 42.31%; samples with a master's degree or higher represented 3.85%; state enterprises accounted for 34.33%, private companies accounted for 26.15%, foreign-funded companies accounted for 14.23%, and government samples represented 3.85%.

## **Research Tools**

There are primarily two elements to the questionnaire for this study. Here's how things stand right now: Part 1 comprises the basic details of the respondents' conditions. Such as gender, age, employment history, educational background, current employment location, etc. Part 2 of the questionnaire has the individual organization adjustment scale, the job satisfaction scale, and the Exit Intent Scale as its key components. The survey has a 5-point Likert scale (Yang et al., 2022).

## **Scale for individual organizational Adjustment**

There are 15 questions in the survey, and two of the questions are similar to one another. The employee is asked to respond to a questionnaire by saying whether his organization On a scale of 1 to 5, which corresponds to very inconsistent, inconsistent, unclear and consistent, the status of the volume's 15 descriptive situations is determined. I completely agree. This time, an employee survey is being completed. We rank our expectations on a scale from 1 to 5, where one symbolizes very Insignificant, unimportant, uncertain, meaningful, and very Important. Each employee's matching score is calculated by considering the absolute value of the two's subtraction. The greater the total value's decrease, the better the fit between the person (Steinfeld, 1986).

## **The scale of Job Satisfaction**

Minnesota Satisfaction Survey (MQS) Guan Scholars reviewed and translated the text 20 quick-reference questions covering both internal and external pleasure on three scales in



assessing satisfaction and general satisfaction. The necessary adjustments were performed based on this scale, and through factorial analysis, he discovered many categories of internal and extrinsic satisfaction components. These factors have been given the following new names:

**a. Boosting employment**

The ability to play and the variety of labour are the primary concepts of satisfaction, the feeling of accomplishment, etc.;

**b. Autonomous satisfaction mainly refers to the person**

Individually planning the work, handling the labour relations, etc.

**c. Workplace stress**

Workload, job stability, relationships, and working environment are the primary factors in employee happiness;

**d. contentment with management aspects,**

Human resource management policies are primarily discussed. The dimensional division approach to job satisfaction developed by Wang Hezhong was employed in this study. Within the scale To work with the personal, organizational adjustment scale, the scale uses a 5-point scoring system. Each point's significance is transformed into a number between 1 and 5, representing a highly full range—uncertainty, dissatisfaction, discontent, and satisfaction.

## **The scale of Turnover Intention**

The scale was developed. Six items make up the waiver intent inspection, including:

a. Questions 1, 2, 3, and 6 ask respondents whether they have ever considered leaving their current employer. On a scale of 1 to 5, the responses are tested, frequently tested, occasionally tested, rarely tested, and never tested, respectively. b. Questions 4 and 5 ask respondents whether they can find work elsewhere. On a 5-point scale, 1 to 5, the options for employment opportunities in the labour market are very likely, possible, hard to imagine, and unlikely.

## **Methodology and Specification**

Regression analysis is a vital econometrics tool to estimate the relationship between two dependent and independent variables. There are two variables one is independent, and the other is dependent. The regression technique aims to find the relationship between the dependent and independent variables. Through regression analysis, it is also estimated to change in the dependent variable is due to the independent variables. The primary purpose of the regression analysis is to forecast, predict and understand the relationship between dependent and independent variables. In multiple regression analysis, two or more independent variables are used, the advanced form of simple regression. Here numerous regression models will be used for estimation.

The general equation of multiple regressions is given below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k$$

Where  $\beta_0, \beta_1, \beta_k$  are parameters while  $X_1, X_2, \dots, X_k$  are the independent variable.

The ordinary Least Square Method will investigate the relationship between different variables via the statistical package SPSS (Statistical Package for Social Sciences). The results we obtain using the SPSS are more reliable than any other software for time series data. By using the SPSS, the results obtain consist of three sections. From these sections, one area tells us about the t-values and p-values. Using these values makes determining the relationship between dependent and independent variables easy. Other regions tell us about other matters; by using these values, we can check the overall significance of the model.

## Analysis of the findings

### *Reliability assessment*

The questionnaire for this study includes 41 questions in addition to the fundamental data.

**Table 1.** *Analysis of Scale Reliability*

Item	coefficient of internal consistency	Items utilized in the study in a number
Global measurement item	0.901	41
individual, organizational adjustment grade	0.862	15
Job satisfaction	0.924	20
Work motivation satisfaction	0.732	5
Autonomy satisfaction	0.686	4
Job dissatisfaction	0.640	4
Satisfaction with management factors	0.836	7
Intention to leave	0.776	6

Cronbach's T value should be at least larger than 0.5, while more than 0.7 is considered high confidence, per the related study. SPSS 13.0 Statistical Scoring. The reliability analysis was conducted using analysis software, and the findings revealed that the questionnaire's overall reliability was Cronbach's T coefficient of 0.901, reaching high reliability. Internal consistency coefficients were generally high across all scales (see Table for results).

1) Demonstrating the excellent reliability of the study's sample size.

## Detailed Analysis

Table 2 shows that the surveyed organisations' personal and organisational adjustment is more excellent, general job satisfaction is moderate, and intention to leave is low.

## Test of the Hypotheses

In this study, interaction analysis determining whether there is a correlation between variables was first performed using the average value of each variable. Table 3 displays the outcomes, after which all associated pairwise variables are returned. Finally, all hypotheses were examined, and Table 4 presents the findings of the examinations.

**Table 2 Mean and Standard Deviation**

Item	Mean	standard deviation
personal Setting	0.799	0.580
Job satisfaction	2.639	0.696
Satisfaction with work incentives	2.699	0.764
Autonomy satisfaction	2.652	0.770
Job dissatisfaction	2.444	0.710
Satisfaction with management factors	2.701	0.801
Intention to resign	3.136	0.68

**Table 3 contains the correlation analysis findings**

Project	individual, organizational adjustment	job motivation satisfaction	autonomy satisfaction	job dissatisfaction	Satisfaction with management factors	Intention to leave
individual, organizational adjustment						
Work motivation satisfaction	0.458					
Autonomy satisfaction	0.432	0.739				
Job dissatisfaction	0.526	0.708	0.745			
Satisfaction with management factors	0.556	0.768	0.766	0.783		
Intention to leave	-0.281	-0.178	-0.219	-0.274	-0.342	

Table 3 data test findings show that individual, organizational adjustment and job satisfaction with motivation, autonomy, and stress are positively correlated. Satisfaction with management factors and the desire to depart are positively correlated. A negative relationship exists between organizational factors, job stress, and overall satisfaction. Disengagement and contentment The intentions for work are negatively correlated (Kelliher & Anderson, 2010).

#### ***P-Value Analysis:***

P value is used to determine the level of significance. If the p-value of the independent is below .05, it shows that the independent variable is highly significant and rejects the null hypothesis and supports the alternate view. If the p-value is more than .05, the independent variable becomes insignificant.

#### ***Durbin Watson Test:***

Durbin Watson test is used to measure autocorrelation. The range of the Durbin-Watson test is from 0-4. A positive serial correlation exists if the value of the Durbin-Watson test is



less than two. If the test value is two, no serial correlation exists; a negative serial correlation exists if the value is above two.

**T-value:**

Like the p-value, the t-value is also used to measure the independent variable's significance level. The range of the t-value is 1.28 to 636.62.

**F- Statistics:**

The t value is used to measure each independent variable's significance level. Similarly, F statistics are used to measure the significance level of the whole applied model. If the value of F is above 3, it shows that our model is highly significant.

Verification of job satisfaction's mediating effect. This study looked at the mediating role of job satisfaction. The typical statistical analysis procedure of 3-step mediation regression analysis was employed.

Examine the relationships between individual, organizational adjustment, work happiness, and intention to leave Relationship: 1 Independent variable changes can significantly explain differences in the dependent variable, and two independent variable changes can substantially explain changes in the mediator. 3 The independent variable significantly affects the dependent variable when the mediating variable is under control. While the changes in the mediator can largely explain the difference in the dependent variable, the quantitative effect must be equal to zero or significantly diminished.

**Table 4.** Multilayer regression study of individual, organizational adjustment, the incentive for job satisfaction, and intention to leave the job

Model	Unstandardized coefficients	standard error	standardized coefficient B	t	Sig.	F	P value
(Constant)							
1 individual, organizational adjustment	3.399	0.070	4.694	49.160	0.000	22.037	0.000
Dependent variable: turnover	-0.329	-0.281			0.000		0.060
2 Intention							
Dependent Variable: Job Satisfaction	2.218	0.072	0.458		0.00	68.500	0.207
	0.603	0.073			0.00		
3 Dependent variable: turnover	0.522		0.252	23.515	0.00		
Intention	0.265	0.056		-3.746	0.00	11.444	0.75
				0.929	0.35		

Based on the following, the work incentive's satisfaction is verified as having a mediating influence. Test job motivation satisfaction using the 3-step mediated regression analysis method. Is there a mediation relationship between rotation intention and personal and organizational adjustment? Use Step Turnover Intention individual, organizational adjustment Regression Score individual, organizational adjustment significantly negatively impact the outcome variable. In step one, measure individual and organizational adjustment input on job

motivation satisfaction. According to a regression analysis call,  $p$  significantly improves the latter; step individual, organizational adjustment and motivation for work happiness coexist simultaneously; the regression analysis findings on intention to quit are displayed in Table 4. Table 4 demonstrates that personal and organizational adjustment continues to have a substantial effect.

Reassurance of autonomy satisfaction's mediating role Similar to this, the personal, organizational adjustment regression system was used in the first two regression equations in Table 5. In the third regression equation, all numbers are significant. It has an enormous impact; nevertheless, autonomy satisfaction significantly impacts quitting but does not substantially affect maintaining a high level of intention to leave. Therefore it can be claimed that autonomy satisfaction has a significant impact. The relationship between individual and organizational adjustment and turnover intention is not mediated.

## Conclusion

A dimensional split is used to investigate the many facets of job satisfaction and the impact of distance on work intentions. Additionally, the primary assessment tools utilized were self-report measures, so respondents might still be. Social desirability and job satisfaction, and personal and organizational adjustment are predominant. The most accurate way to gauge sentiment is to combine personal assessments with those of others. They were measuring techniques to cut down on errors. A better comprehension. To offer more scientific improvement suggestions for the organization's management.(Davidescu et al., 2020)

We examined the relationship between individual, organizational adjustment, billing intent, and other intermediate variables, including organizational commitment, support, and equity. How well they fit into the corporation significantly influences employees' conduct. High satisfaction, high HR performance, and low turnover goals can be achieved with good predictive power through personnel selection, training, and adaptability to the organization's work environment. However, scholars are reevaluating the significance of individual-organizational adjustment, as they believe that too many "fit" individuals can make an organization rigid. Certain individual-organizational discrepancies, a lack of creativity and inefficiency. This sensitive subject must be researched more thoroughly to foster the organization's maturity and development.

## References

- Aydogdu, S., & Asikgil, B. (2011). An empirical study of the relationship between job satisfaction, organizational commitment and turnover intention. *International review of management and marketing*, 1(3), 43-53.
- Chew, J. C. L. (2004). The influence of human resource management practices on the retention of core employees of Australian organizations: An empirical study [Murdoch University].
- Churchill Jr, G. A., & Peter, J. P. (1984). Research design effects on the reliability of rating scales: A meta-analysis. *Journal of marketing research*, 21(4), 360-375.
- Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.

- Dhiman, G. R., & Mohanty, R. (2010). HRM practices, attitudinal outcomes and turnover intent: an empirical study in Indian oil and gas exploration and production sector. *South Asian Journal of Management*, 17(4), 74-104.
- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2019). Employee satisfaction, human resource management practices and competitive advantage: The case of Northern Cyprus. *European Journal of Management and Business Economics*.
- Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organizational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156(3), 759-774.
- Hasin, H. H., & Omar, N. H. (2007). An Empirical Study on Job Satisfaction, Job-Related Stress and Intention to Leave Among Audit Staff in Public Accounting Firms in Melaka. *Journal of Financial Reporting and Accounting*.
- Ibrahim, M. G., Abdullah, H. H., & Kaliappen, N. (2016). Effect of job satisfaction on turnover intention: an empirical investigation on the Nigerian banking industry. *International Journal of organizational & Business Excellence*, 1(2), 1-8.
- Kelliher, C., & Anderson, D. (2010). Are you doing more with less? Flexible working practices and the intensification of work. *Human relations*, 63(1), 83-106.
- Steinfeld, C. W. (1986). Computer-mediated communication in an organizational setting: Explaining task-related and socioemotional uses. *Annals of the International Communication Association*, 9(1), 777-804.
- Tripathi, A., Srivastava, R., & Sankaran, R. (2020). An empirical study is on learning agility and culture's role in turnover intention. *Industrial and Commercial Training*, 52(2), 105-120.
- Werbel, J. D., & Johnson, D. J. (2001). Using person–group fit for employment selection: A missing link in person–environment fit. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 40(3), 227-240.
- Yang, L.-Q., Wang, W., Huang, P.-H., & Nguyen, A. (2022). Optimizing Measurement Reliability in Within-Person Research: Guidelines for Research Design and R Shiny Web Application Tools. *Journal of Business and Psychology*, 1-16.