

JOB PERFORMANCE AND JOB SATISFACTION IN RELATION TO THE TURNOVER INTENTION OF EMPLOYEES IN A SELECTED COLLEGE IN KIDAPAWAN CITY

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ABSTRACT

This study investigated the relationship between job performance and job satisfaction with the turnover intention of employees. The descriptive-correlational design was utilized in the study. The data were gathered using survey questionnaires from a total of 50 employees. The result shows that the level of job performance among employees is high, while their job satisfaction and turnover intention is moderate. Moreover, there is a significant relationship between job performance and turnover intention, but job satisfaction and turnover intention were not statistically associated.

Keywords: Job Performance, Job Satisfaction, Turnover Intention, Kidapawan City, Philippines

INTRODUCTION

One of the serious problems faced by the organization is turnover intention. Turnover intention is a serious issue, especially today in which employee plans to leave the organization. Turnover is defined as the termination of an employee's membership in an organization (Gomez–Mejia et al., 2001). Turnover will bring both positive and negative effects on an organization. Regarding positive impacts, it brings in better skills and capabilities to an employee (Nadiri & Tanova, 2010).

However, some issues arise relating to employee turnover intention in many different countries. According to Salahudin et al., (2009), Small Medium Enterprises (SMEs) operating in Malaysia which is a developing country were able to record one of the highest turnover numbers, which are 19% and 22% for small enterprises and medium-sized enterprises. Similarly, in a study in Istanbul Hotels in Turkey in 2013, the average employee turnover rate at the hotel was found to be 21.9 percent (Hatipoğlu et.al 2013). Long working hours, low training, low salaries, stress, inadequate working conditions, poor management and lack of job opportunities, which is widely seen in the hotel industry have led to leave employees job (Albattat & Som, 2013).

Furthermore, the study of the firm of Tarlac City, Philippines had an average manning of 3,629 permanent employees in 2008 with a labor turnover rate of 4.7% or 171 separated individuals; 3,355 in 2009 permanent employees with a labor turnover rate of 9.6% or 322 separated individuals and 3,524 permanent employees in 2010 with a labor turnover rate of 2.3% or 81 separated individuals (Sheila, 2014). On the other hand, in a study in Samar Philippines, the researchers determined the factors that influenced the Filipino nurses to leave their jobs and migrate to the Middle East (Labrague, et al., 2018).

The Turnover intention may be caused by different factors. These factors of turnover intention are job performance and job satisfaction. The study of Zimmerman & Darnold (2009), shows that job performance and turnover intention are negatively correlated. Performance directly affects the motivation of employees to search for other jobs, and high-performance employees leave the job more easily than low-performance employees do (Jackofsky et al., 1986). Furthermore, prior research has shown that job satisfaction is strongly and inversely associated with an employee's intention to leave an organization (MacIntosh & Doherty, 2010). In other words, more satisfied employees are less likely to seek a new job, with a new employer (Schein, 1996). Predictors such as job performance and job satisfaction are two factors between the said predictors on turnover intention.

With this concern, this study needs to be conducted in which the findings can be utilized for the employees' performance and satisfaction. And to determine and evaluate the effect of job satisfaction in the relationship between job performance and turnover intention of an employee in Central Mindanao Colleges. This study is expected to give a contribution to human resource science especially those associated with the turnover intention of an employee.

Statement of the Problem

This study determined the relationship between job performance and job satisfaction with the turnover intention of employees. More specifically, it sought answers to the following questions:

1. What is the level of job performance of employees?
2. What is the level of job satisfaction of employees?
3. What is the level of turnover intention of employees?
4. Is there a significant relationship between:
 - 4.1 job satisfaction and turnover Intention
 - 4.2 job performance and turnover intention

FRAMEWORK

This study is anchored on Maslow's hierarchy of needs theory(1943). This theory is strong as it claims that employers must motivate the employees throughmeeting each level of employees' needs for employees to truly commit themselves to workplace goals. According to this theory, failing to meet employee's needs at any level in the hierarchy can create a lack of fulfillment in employees' professional lives, causing them to eventually try to fulfill these needs on their own, possibly by finding a new employer who provides better opportunities. This theory does not consider that human needs are endless and in actual facts, organizations cannot meet every need of their employees. In some organizations, there are employees from the better-rewarded positions that are still quitting their jobs. This means human needs are endless and there is no clear point showing that this is the highest level of satisfaction (Esther, 2013).

METHOD

Research Design

This study utilized the descriptive-correlational research design. The descriptive design is used to determine the characteristics of the variables (Brown, 2003). Whereas, the correlational research design is used to establish the relationship between two or more variables (Bold, 2010). In this study, the relationship of job performance and job satisfaction to the turnover intention of employees were investigated.

Research Locale

This study was conducted in a selected College in Kidapawan City. The City is a 3rd class component city and capital of the province of Cotabato, Philippines. Kidapawan is located at the foot of Mount Apo in the south-eastern section of Cotabato province.

Respondents

The respondents of this study werethe teaching employees in a selected College. A total of fifty (50) employees were selected using the purposive sampling technique. This technique is a form of non-probability sampling in which decisions concerning the individuals to be inducted into the sample are taken by the researchers (Oliver, 2006). In this study, only those employees with at least having one year of experience in the Collegewereconsidered as the respondents of this study.

Instruments

Adopted survey questionnaires from Koopmans et al., (2014) for Job Performance, Panigrahi et al., (2016) in Job Satisfaction, and Iwona (2018) in Turnover Intention were used as the instrumentsincollecting data from the respondents.

The approach used for scaling the responses for the survey questionnaire was in a form of a five-point Likert-type rating scale. A scale of 5-4-3-2-1 will be used with the number representing responses of 'strongly agree', 'agree', 'neutral', 'disagree', and

'strongly disagree'. The respondents were given choices using the Likert scale, indicative of their agreement or disagreement with the statements.

Statistical Tools

Mean and Standard Deviation were used to measure the levels of job performance, job satisfaction, and turnover intention of employees. On the other hand, the Pearson product-moment correlation was used to determine the relationship of job performance and job satisfaction to the turnover intention of employees.

RESULTS AND DISCUSSION

Level of Job Performance

Table 1 shows the level of job performance among employees in the College. Job performance contains two indicators, namely task performance, and contextual performance.

In terms of task performance, the result shows that the employees agree to the statement *"I know how to set my priorities"* with the highest mean of 4.40. On the other hand, the lowest mean is 3.94 in the item. The category means is 4.17 which describe as high in terms of task performance. This means that the level of task performance is oftentimes evident to the employees.

The level of this performance is lower than the finding of Markus-Nini (2019) reporting a high level of task performance that stated, task performance is the higher core job responsibility of employees in terms of their job performance.

Table 1
Level of Job Performance

	Mean	SD	Description
Task Performance			
1. I manage to plan my work so that it was done on time	4.30	.544	High
2. My planning is optimal	3.94	.550	High
3. I kept in mind the results that I have to achieve in my work	4.20	.535	High
4. I am able to separate main issues from side issues at work	4.22	.737	High
5. I know how to set my priorities	4.40	.700	High
6. I am able to perform my work well with minimal time and effort	4.02	.473	High
7. I Collaboration with others	4.10	.678	High
Category Mean	4.17	.379	High

Contextual Performance			
1. I take on extra responsibilities.	4.04	.699	High
2. I start new tasks myself when my old ones are finished.	4.32	.513	High
3. I take on challenging work tasks, when available.	4.08	.528	High
4. I work at keeping my job knowledge up-to-date.	4.10	.580	High
5. I work at keeping my job skills up-to-date	4.10	.647	High
6. I come up with creative solutions to new problems	4.04	.605	High
7. I kept looking for new challenges in my job	3.92	.566	High
8. I do more than what is expected of me	4.00	.571	High
9. I actively participated in work meetings	4.10	.707	High
10. I actively look for ways to improve my performance at work	4.14	.639	High
11. I grasp opportunities when they presented themselves	4.06	.620	High
12. I know how to solve difficult situations and setbacks quickly.	4.68	5.705	High
Category Mean	4.13	.583	High
Job Performance Overall	4.15	.381	High

In the contextual performance, with the highest mean of 4.68, the employees agree to the statement “*I know how to solve difficult situations and setbacks quickly*”. The lowest mean is 3.92 in the item. Nevertheless, the category mean is 4.13 which is described as agree. This denotes that the level of job performance in terms of contextual performance of employees is oftentimes evident. This supports the findings of Beffort and Hattrup (2003) that the main reason to also include contextual performance as a measure of job performance is that it impacts the quality of employee practices.

Meanwhile, the overall mean is 4.15 which is described as high. This means that the level of job performance is oftentimes evident to the employees. Thus, the employees coping strategies in dealing with their performance. On a general level, Koopmans et al (2011) stated that employees have to deal with the concept of job performance as an important building block in management that describes the contribution of an individual to the overall success of an organization.

Level of Job Satisfaction

Table 2 shows the level of job satisfaction among employees in the College. Job satisfaction contains two indicators as working conditions and salary and promotion.

In terms of working conditions, the highest mean stated that the employees satisfied with the hours worked each week with mean of 3.92. Hence, the lowest mean is 3.48 in the item “*I am satisfied with my current location of work*”, described as moderate. Meanwhile, the category mean of working conditions is 3.70, described as

high. This indicates the level of job satisfaction in terms of working conditions is oftentimes evident. This is supported in the study of Agbozo and Owusu (2017) stated that working condition has significant effect to the employee satisfaction that the findings emphasize the need of management to improve the work environment of employees to boost productivity.

Table 2
Level of Job Satisfaction

	Mean	SD	Description
Working Conditions			
1. I am satisfied with the hours worked each week.	3.92	.601	High
2. I have Flexibility in scheduling assigned tasks	3.88	.627	High
3. I am satisfied with my current location of work.	3.48	1.111	Moderate
4. I have Sick leaves and paid vacation offered.	3.50	.974	High
Category Mean	3.70	.680	High
Salary and Promotion			
1. I am satisfied with my salary.	3.16	1.095	Moderate
2. I am satisfied with the promotion opportunity I have.	3.44	.951	Moderate
3. I have health insurance and life insurance.	2.98	1.059	Moderate
4. I am secured with my job.	3.14	.969	Moderate
5. I am always recognized for the works and tasks that I accomplished.	3.22	.864	Moderate
Category Mean	3.19	.812	Moderate
Job Satisfaction Overall	3.44	.531	Moderate

In particular, salary and promotion have the highest mean of 3.44 in the item “*I am satisfied with the promotion opportunity I have*”. On the other hand, the lowest mean is 2.98 in the item “*I have health insurance and life insurance*”. The category mean is 3.19 described as moderate. This denotes that employee job satisfaction in terms of salary and promotion is oftentimes evident. The study of Parveen (2012) revealed that employees need to be satisfied with the salary and promotion to overcome conflict situations.

The overall mean is 3.44 which can be described as moderate. This means that the level of job satisfaction of employees is seldom evident. The result aligned with the study of Rajković et al., (2020) based on recent statistics 89% of employers feel that workers quit because they want bigger salary the employees feel less satisfied because they are not paid and enough and less promotion for the work they put in and 11% are willing to change careers at this instant in United States.

Level of Turnover Intention

Table 3 shows the level of turnover intention among employees in the College. In terms of turnover intention, the highest mean stated that the employees do not plan to

leave the institution soon in the item with mean of 3.740. This aligned to the study of Autry (2020) by relevant, the mean US-based research and survey released in the past few years. The data is compiled on behalf of access employee turnover intention statistics. The data shows 90% of the employees said they are more likely and consider themselves engaged and planning to stay at their company for a long time.

Table 3
Level of Turnover Intention

	Mean	SD	Description
1. As soon as I find a better job, I will leave this job.	3.120	1.0230	Neutral
2. I am actively looking for a job elsewhere.	3.160	.9971	Neutral
3. I am seriously thinking of quitting my job.	3.080	.9655	Neutral
4. I scan newspapers in search of alternative job opportunities.	3.220	.9322	Neutral
5. I scan the internet in search of alternative job opportunities.	3.160	.9971	Neutral
6. I dream about getting another job that will better suit my personal needs.	3.180	.9409	Neutral
7. I often think about quitting my present job.	3.280	.9044	Neutral
8. I will probably look for a new job in the next year.	3.240	.9596	Neutral
9. As soon as possible, I will leave the institution.	3.260	.9435	Neutral
10. I would be very happy to spend the rest of my career with this institution.	3.540	.9082	Neutral
11. I do not plan to leave the institution soon.	3.740	1.0264	Agree
Turnover Intention Overall	3.27	.654	Neutral

The lowest mean is 3.08 in the item *I am seriously thinking of quitting my job* described as moderate. This means that the employee thinks of quitting the job is seldom evident. This is aligned with the study of Tyrer et al., (2011) it is a generally accepted fact that quitting a job before you have planned is a difficult thing to do. Quitting without a plan is impulsive and irresponsible. At some point, employees think of quitting a job is hard and sometimes it is not clearly planned.

The overall mean of turnover intention is 3.27 which can be described as moderate. This means that the turnover intention of employees is seldom evident. This conforms to the study of Jabeen et al., (2018) the annual survey covers industries to show how employees perceive and experience empathy in the workplace. In a survey, 2,000 employees, almost half (43%) said they are looking for a new job and 57% of employees said they'd be more loyal to their work.

Significance of the Relationship between Job Performance and Turnover Intention and Job Satisfaction and Turnover Intention

Table 4 presents the results on the test of the relationship between job performance and turnover intention, and job satisfaction and turnover intention. The results reveal that there is a significant relationship between job performance and turnover intention ($r=.307$, $p<.05$). However, there is no significant relationship between job satisfaction and turnover intention ($r=.076$, $p>.05$). This is supported by the study of Lee & Mitchell's (1994) wherein they stated that job performance is likely to impact voluntary turnover indirectly through intentions to quit, as well as have direct effects on voluntary turnover. This direct effect on voluntary turnover manifests itself as unplanned quitting. He added that employees may respond to "shocks" in the work environment that cause them to think of quitting their jobs. Specifically, Allen & Griffeth (1999) note that such shocks could happen when employees receive negative feedback during informal performance feedback or during their formal performance appraisals, which could lead to intentions to quit or immediate quitting.

Table 4

Significance of the Relationship between Job Performance and Turnover Intention and Job Satisfaction and Turnover Intention

Relationship	R	p-value	Remarks
Job Performance & Turnover Intention	.307	.030	Significant
Job Satisfaction & Turnover Intention	.076	.600	Not Significant

The findings of the study revealed that there is no significant relationship between job satisfaction and turnover intention. Most of the studies confirmed that job satisfaction and turnover intention are passively related. Base on the findings of the study, the CMC employees' turnover intention is not significantly related to job satisfaction, which is not congruently by most of the studies related and present or available.

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