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Table of Contents

1. Introduction	7
1.1. Background of the study	7
1.2. The importance of employee job satisfaction in service sector	9
1.3. Statement of a problem	10
1.4. Research questions	11
1.5. Objectives of the study	11
1.6. Significance of the study	11
1.7. The scope of the study	12
1.8. Organization of the study	12
2. Literature review.....	14
2.1. Job satisfaction.....	14
2.2. Determinants of job satisfaction.....	15
2.2.1. Personal variable.....	16
2.2.2. Work Values	16
2.2.3. The working environment and situations	17
2.2.4. Social influence	17
2.3. Overview of job satisfaction theories	18
2.3.1. Facet model of job satisfaction	18
2.3.2. Discrepancy model of job satisfaction	19
2.3.3. Steady-state theory.....	19
2.3.4. Herzberg’s motivator-hygiene theory.....	20
2.4. Consequences of job satisfaction	23
2.4.1. Job performance	23
2.4.2. Absenteeism.....	23
2.4.3. Organizational citizenship behavior (OCB)	23
2.4.4. Organizational commitment	24
2.4.5. Turnover.....	24
2.5. Turnover intentions	24
2.6. Types of employee turnover	25

2.6.1.	Voluntary turnover.....	25
2.6.2.	Involuntary turnover.....	26
2.7.	Factors that influence turnover intention	26
2.7.1.	Demographic variables and turnover	26
2.7.1.1.	Age and employee turnover	26
2.7.1.2.	Gender and education and turnover	26
2.7.1.3.	Experience and turnover.....	27
2.7.2.	Relationship between Job Satisfaction and Employee Turnover.....	27
2.8.	Cost of employee turnover	28
2.9.	Causes of High or Low Employee Turnover	29
3.	Methodology.....	30
3.1.	Research design	30
3.2.	Source of data	30
3.3.	Data collection method and sampling procedures.....	30
3.4.	Data Processing.....	31
3.5.	Data Analysis.....	32
3.5.1.	Descriptive Analysis	32
3.5.2.	Inferential Analysis.....	32
3.5.3.	Pearson’s Product Moment Correlation	32
3.5.4.	Regression Analysis in Stata.....	33
3.6.	Validity and Reliability.....	35
3.7.	Ethical Consideration	36
4.	Empirical case	37
4.1.	4Service offshore AS	37
5.	Data Presentation, Analysis, and Interpretation	39
5.1.	Descriptive Analysis	39
5.1.1.	Demographic information.....	39
5.1.2.	Job Satisfaction	41
5.1.3.	Turnover intention	45
5.2.	Reliability Analysis of job satisfaction and turnover intention	47
5.3.	Regression Analysis.....	48
5.4.	Pearson Correlation between the variables	51

5.5. Discussion of the result..... 51

5.5.1. Discussion of hypothesis 3 51

5.5.2. Discussion of hypothesis 1 and 2 52

5.5.3. Discussion of hypothesis 4 54

6.1. Conclusion..... 55

6.2. Recommendation..... 56

6.3. Limitation and suggestion for study 58

Lists of tables and figures

Table 2.1 Hygiene and motivator Factor (Pardee, 1990).....	20
Table 3.1 Interpretation of correlation coefficients, (McDanail & Gates, 2006).....	34
Table 3.2 Rule of thumb of Cronbach’s Alpha, Cortina(1993).....	36
Table 5.1 job satisfaction, field survey result, 2019	43
Table 5.2 Turnover intentions, field survey result, 2019.....	46
Table 5.3 Cronbach Alpha for Independent Variables, field survey result, 2019	47
Table 5.4 Cronbach Alpha for dependent Variable, field survey result, 2019	48
Table 5.5 overview of regression analysis (see appendix)	48
Table 5.6 Pearson Correlation between the variables (see appendix)	51
Figure 1.1 Knowledge Gap, Own	8
Figure 1.2 Outlook of the research, own.....	13
Figure 2.1 Herzberg’s Motivator-Hygiene Theory (George and Jones, 1999).....	22
Figure 5.1 Age distribution, Field survey result, 2019.....	40
Figure 5.2 Gender, Field survey result, 2019.....	41
Figure 5.3 Marital status, Field survey result, 2019	40
Figure 5.4 Experience, field survey result, 2019	41
Figure 5.5 Average % Job satisfaction, field survey result, 2019.....	44
Figure 5.6 Average % Turnover Intention, field survey result, 2019	46

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Abstract

The aim of this thesis is to investigate the level of employee's job satisfaction and employee's intention to leave their work with respect to 4Service offshore AS. In addition, this thesis tests the influence of demography (age, gender, relationship state and experience) on turnover intention.

This thesis used Herzberg's hygiene and motivator factor theory as a theoretical framework and email questionnaire was used as a primary source of data. The questionnaire was sent to all 176 employees and 85 employees responded accordingly. Furthermore, to analyze the information that were collected through questionnaire and to provide meaningful evidence, STATA software was used as a statistical tool.

The result was analyzed and presented with respect to descriptive and inferential analysis to provide clear information and to send valuable information for the reader.

The result supports our theoretical framework and it evidently shows job satisfaction as a single independent variable and hygiene and motivator factors as a separate predictor variable and they have a significant effect on turnover intention (dependent variable) with a p value = 0.000, which means it is significant at all significant level 0.1, 0.05 and 0.01.

1. Introduction

In this chapter, thesis topic will be discussed from the general overview to specific research objectives to investigate the gap between job satisfaction and turnover intentions in service sector. It starts with discussion background of the study and it continues with an argument on how job satisfaction is important on service sector. It also proceeds by describing the research problem, listing the main research questions and objectives of this thesis. To finalize the chapter, the researcher includes significance of the study and scope of the study with a diagram that consist all the chapters in respect to their subtitle. This thesis considers job satisfaction and turnover intention as the center of focus.

1.1. Background of the study

Work is one of the major daily activities and almost everyone is involved in it whether it is organizational jobs, household jobs or even study can be considered as work. So, we can interpret work/job as an activity where we put our effort, time and energy to achieve desired or expected output.

In this research paper, we intend to narrow our focus on organizational jobs and employees job satisfaction on organizational work environment. Human Beings as a resource are considered the most vital asset of an organization because without employees it is almost impossible to operate any organization or company (Steven and Mary, 2000). Therefore, employees must be motivated, committed and satisfied in order to achieve goals or targeted outcomes.

Motivated and satisfied employees are the asset for the organization and employee's job satisfaction leads to improved performance, productivity, better outcome and increased employee commitment (Locke, 1976), but if the employees are dissatisfied on their job, there is a potential consequence which directly affects the productivity and performance of the firm. Absenteeism, organizational citizenship behavior, workers well-being and turnover are considered the main outcome of dissatisfaction of employees toward their job, (Jennifer and Gareth 1999).

Job satisfaction usually discusses as the behavior of employees concerning to their job and it can be defined as people's reaction to their job; their feelings and emotions from their experience over a period of time, in comparison to their actual outcome and desired outcome (Mosadeghrad, 2003b; in Mosadeghrsd and yarmohammadian, 2006). Job satisfaction is fundamentally a compiled

perception toward a specific facet of the actual job and its surroundings (Steven and Mary, 2000). Moreover, Job satisfaction is considered as the main reason for the employees to start thinking to resign from their current job (Moore, 2002). Furthermore, Misener et al. (1996) discussed how job satisfaction considered the facts of both intrinsic and extrinsic job elements and is related to benefits, pay, work condition, promotion organizational practice, working environment, and relationship with co-workers (Mosadeghrsd and yarmohammadian, 2006).

In addition to this, distance between employees living area and workplace should be considered to satisfy and motivate them. Working remotely by itself can create sensitivity in their behavior and it can also promote negative employees' perception toward the work. Over the last two decades, many authors try to tackle and understand the importance and challenges of distant employee management (Jacobs, 2006). Nevertheless, many of the studies does not differentiate sectors, occupations and types of workers who work in remote area and they did not include employees whose work is more intensive and need a high interaction with a customer at the remote area (Johnson, 2001). This thesis will add additional overview to the literature of job satisfaction and turnover intentions in remote employee management by considering a case study in one of the Norwegian company engaged in cleaning and catering service at offshore.



Figure 1.1 Knowledge Gap, Own

We intend to do our thesis on employee's job satisfaction and turnover intentions aiming on one of the most basic theoretical concepts that was introduced by Frederick Herzberg (Herzberg's Motivator-Hygiene theory) which study about employee's job satisfaction. We choose this theory because the author separates factors which directly affect the employees job satisfaction and gives particular thought about how employees can be satisfied or dissatisfied with a separate element. Herzberg's motivator-hygiene theory presents the impacts of particular forms of job aspects related

to work satisfactions. Herzberg's theory urges about every employee within the organization have two separate desires or demands which can be grouped into motivator needs and hygiene needs (Pardee, 1990).

Motivator needs, which linked to the work itself and its environment (excitement and challenges). Job aspects concerning with how manager recognize the effort of the employee and the task employee done, meaning of tasks, future development, how the task develop ownership thought, interesting tasks, autonomy on the job, and responsibility pleases motivator needs.

Hygiene needs, which linked to physical environment and emotional perspective that the employees execute his/her duty (George and Jones, 1999). Hygiene factors can be considered as prevention from job dissatisfaction. Job elements as a factor of employee's behaviors that encompasses the physical working circumstances and surrounding which includes temperature, safety and cleanliness, tools and equipment's, company policies and administration mechanisms, pay, fringe benefits, relationship with other employee and job security gratifies hygiene needs.

1.2. The importance of employee job satisfaction in service sector

Service sector is now one of the dynamic and fastest developing areas in the existed economy (OECD, 2008). It can be described as a part of activities which involve businesses and individuals to produce an output as service rather than goods (Korczyński, 2005). It includes education, health care, wholesale and retail trade, transportation, hospitality and tourism, insurance and finance, general care and so on and produces services that require less natural capital but more human labor (Korczyński, 2005). Although, service sector contains both intangible and tangible service, services that can be measured, seen and understood as an output can be considered as tangible service, like (haircut, taxi service, cleaning and catering). On the other hand, services that are difficult to measure the output (smile, good faith) can be considered intangible service. According to Gronroos (1978) intangibility, variability, perishability, simultaneous production and consumption, and inseparability characters differentiates service sector from manufacturing sectors. In service sector, there is more interaction between service giver and service receiver. The service can be delivered in so many ways, it can be delivered by face to face interaction, by phone, by email or online through applications and websites, but for some service, face to face interaction is the only option.

Cleaning and catering (preparation of foods) are one of the services that need high involvement between the customer and the employees. It involves day to day dealing with clients and customers and requires both social skill and good personal characteristics to satisfy customers. A cleaner or a food provider can perform to the maximum of his capacity; if he/she is satisfied with his/her job. In this case, the manager's responsibility for creating good working environment and understanding employee needs are vital factors.

Considering all these, this thesis focuses on 4Service offshore AS engaged in cleaning and catering service at offshore in Stavanger, Norway. The company's main task is to deliver quality service such as cleaning rooms and workplaces, cooking foods and serving all workers in the offshore, providing laundry service throughout the day. In the way of achieving the vision, mission, and objectives of the company, administration believes employees must be satisfied by their jobs and committed towards the organization because without the employee's commitment and satisfaction nothing can be done and it is impossible to achieve the goal of company. This thesis therefore attempted to assess the level of employee's job satisfaction and their turnover intentions with respect to 4Service offshore AS.

The company background and the employee task and responsibility will be discussed in detail at the fourth chapter of the thesis.

1.3. Statement of a problem

Turnover is one of costly practices that exist in many organizations. Turnover intention is a behavioral intention to quit (Tett & Meyer, 1993). As discussed by Iverson and Pullman (2000) turnover is a voluntary and involuntary withdrawal from the current job. In addition, they pointed turnover results departure of employee to immigrate in a competing firm.

When employees observe a lack of support and feedback for their work, the probability of becoming not motivated is higher so performing their best in their job will decrease and when employees are dissatisfied with their working environments and working condition, they are unlikely to feel belongingness in the company and start thinking to leave the organization. According to Steven and Mary (2000) if the employees don't like their working place, they're likely to provide poor service to the clients and start thinking to leave and search for another suitable job.

Some of the potential costs in turnover practices are loss of knowledge, experience, unpaid leave, direct compensation cost and recruitment cost (Mitchell, 2001). To decrease those problems, we can find a different kind of mechanisms and techniques to satisfy and motivate employees, but the first step is to study current situation and level of employee's job satisfaction. Furthermore, understanding the reasons of job dissatisfaction and implementing the motivational methods and procedures are vital issues. Therefore, assessing the employee job satisfaction level and turnover intention in 4Service offshore employee and relating to the previous study could lead us to fill the gap of earlier literature.

1.4. Research questions

Herzberg's Motivator-Hygiene theory is our theoretical framework for our research paper and based on our problem statement, our research questions are:

1. How do demographic variables affect turnover intentions?
2. What is the state of job satisfaction of employees in 4Service offshore AS?
3. What is the state of turnover intention of employees in 4Service offshore AS?

1.5. Objectives of the study

The main objective of this thesis is to evaluate the employee's job satisfaction and turnover intention in the case of 4Service offshore AS cleaners and food providers and providing evidence to the management to create a harmonious environment in the company. It also has a specific objective which is to understand the current practice in 4Service offshore and relate how hygiene and motivator factor affects employee's job satisfaction. Furthermore, it attempts to understand the role of employee's job satisfaction on turnover intention.

1.6. Significance of the study

This research will provide the following benefits:

1. The researchers hope this study is valuable source of evidence material for future research concerning to this subject matter.
2. It provides valuable information and significant endeavor to the company management in understanding the determinant factors of job satisfaction and employee's turnover

intention.

3. The research finding could provide pre-information about the current state of employee job satisfaction and turnover intention to the management of 4Service offshore AS.
4. It increases the researcher's knowledge and understanding regarding to employee's job satisfaction and turnover intentions.

1.7. The scope of the study

The focus of this thesis is to examine the level of employee job satisfaction and turnover in 4Service offshore AS employees. We used Herzberg's Motivator-Hygiene theory as a theoretical framework. To assess the practice and the level of thought toward job satisfaction and turnover intention, we gather information through questionnaire within 4Service offshore AS employees. The study is helpful to the organization for conducting further investigation.

1.8. Organization of the study

The front matter includes cover page, abstract, acknowledgements, table of contents. This thesis is organized in six chapters. Tables and figures are incorporated in the text or in the body. The first chapter is the introduction which will contain background of the study, the importance of employee job satisfaction in service sector, statement of the problem, the general and specific objectives, and the significance of the study and the scope of the study. The second chapter includes review of literature, which briefly discusses about the concept and theories of employee's job satisfaction and turnover intention. The third chapter describes the methodology respect to research design, procedure, source of data and sampling technique, the fourth chapter discusses overview of the sector and the background of 4Service offshore AS. The fifth chapter contains presentation and interpretation of the data collected, estimations and analysis of the results obtained from acquired data after using statistical tools and software, and it finalize the chapter with the discussion on the results. The sixth chapter brings an end to the study with conclusion, and recommendation that given by the researcher. The reference list is placed at the very end of the thesis.

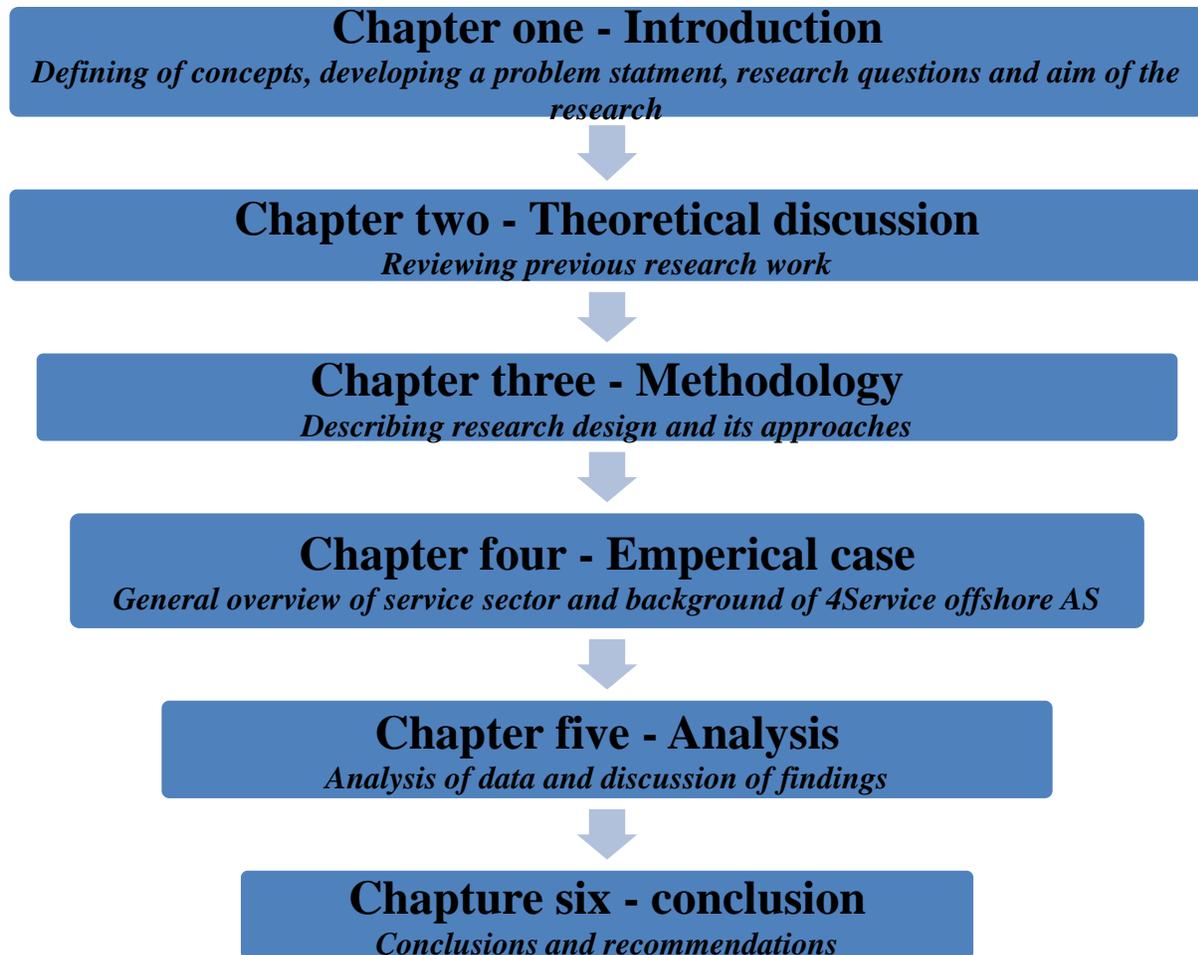


Figure 1.2 Outlook of the research, own

2. Literature review

This chapter contains the related theories and literatures relevant to our research questions and arguments and views of many scholars and authors with respect to different topics in job satisfaction and turnover intentions.

2.1. Job satisfaction

Job satisfaction normally refers to being happy with the job and its attributes like pay, working environment, flexibility, colleagues, supervisors etc. (Hoppock, as cited in Zhou, 2009) defined job satisfaction as how workers think about the work and the working environment both psychologically and physically and how they react to their working situations. (Bradley and Brian (2003) described employee's job satisfaction as the gladness and pleasure one extract from their job. According to (Spector, 1997), employee's job satisfaction is related with the way people think, perceive and feel about their job and the extent to which they like or dislike their job. Calvo-Salguero et al. (2010) described job satisfaction in a similar way as the individual's extent to like or dislike their current job.

Maslow's theory has helped a lot in developing and conceptualizing job satisfaction theories as of the viewpoint of necessary implementation (Kuhlen, 1963). Dunnette and Locke (1976) describe job satisfaction as the pleasant thought or optimistic perception captured from the job experiences and these positive feelings comes when peoples crucial job values are fulfilled and are compatible with their needs. Hussami (2008) urges that job satisfaction and dissatisfaction depends on the expectation of the employees from the job and many authors have found that these feelings from the job are inspired by many influential segments such as income, work environments, autonomy, relationship with coworker, and organizational commitment. According to Schermerhorn (1993, as cited in Harouna, 2006) job satisfaction is a combination of elements regarding to emotion and belief the different aspect of working situations like status, supervision, communication, job content, salary and wages, promotions, working environment, and organizational structure. These influencing factors were regarded as diversity of job dimensions (Namara, n.d., as cited in Luddy, 2005).

Cherrington (1994) viewed job satisfaction as two different concepts, the facet satisfaction and overall job thought. Lagace et al. (1993) described job satisfaction as a complicated and multi-faceted construct because the speed and the way of perceiving satisfactions is vary between every

individual and people, in addition, Smith et al. (1969) pointed some familiar aspects of job satisfaction, which consider satisfaction conceived by pay, growth opportunity, co-workers, management style, and the job by itself. Employee's satisfaction can be low or high based on different aspects or components of the actual work (Johns, 1988; referred to in Luddy, 2005).

Cherrington (1994) urged that job satisfaction and dissatisfaction is a holistic feeling of the employees which depends on strength and reputation of factors regarding of positivity and negativity of experience. He further explains that positive experience refers to friendly colleagues, good financial rewards, sympathetic and concerning supervisors, and attractive jobs and negative experience refers to low financial rewards, less stimulating jobs and criticisms.

From the above definitions, views and arguments of many authors and scholars, we can conclude that job satisfaction and dissatisfaction is a feeling, attitudes and belief about the employees' job, whether they like or dislike their job. These feelings can be on different aspects and dimensions of the job or it can be a cumulative feeling as a whole. Furthermore, Pestonejee referred to in (Olusegun, 2013) discussed that satisfaction of job can possibly described or viewed as framework of employee's emotion with 4 different parts and they are paraphrased below:

1. Nature of the job like dull and interesting, working hours, friends and colleagues, opportunities for promotion and advancements, attainable and achievable task, working situation and technologies and equipment's.
2. Organizational controlling and supervision care, involvement, incentives, penalties, praise and criticizes, leave rule and favoritism.
3. Societal interactions in terms of colleagues and partners, mindsets for coworkers within and outside the organization, sociability and barriers.
4. Personal adjustments in terms of emotional, physical and mental state of employees. / Pestonejee, referred to in (Olusegun, 2013)

2.2. Determinants of job satisfaction

What are the reasons for job satisfaction and dissatisfaction? Different authors and scholars like Javed, Balouch and Hassan (2014), Harouna (2006), Singh and Jain (2013), Luddy (2005) and many others have attempted to answer the above stated questions in different ways providing many influencing factors of job satisfaction. According to George and Jones (1999) there are various

degree of employee's job satisfaction and they are personality, values, working situation and conditions and social influences.

2.2.1. Personal variable

Personal variable of job satisfaction consists of personality, expectations, age, education and gender differences (Singh & Jain, 2013). Personality of an employee refers how they feel, imagine and act with regards to the work and lasts over a period of time. The feelings and thoughts about the job can be negative and positive and it is influenced by individual's personality. The big five model of personality suggests an employee with high level of extraversion has greater degree of job satisfaction comparing to an employee with low in this characteristic (George and Jones, 1999).

Different studies in job satisfaction suggest that gender can affect employee's degree of job (Harouna, 2006). The findings suggests that male employees have higher satisfaction with pay and remuneration with respect to female and female have higher degree of satisfaction with work friends than male and job satisfaction of employees drops when expectations are not meet (Tang and Talpade, 1999; Ronin, 1978; as referred in Ludy, 2005). Some findings suggest the positive relationship of job satisfaction with education level of employees and negative relationship with age (Griffin, Dunbar and McGill, 1978; Buzawa, 1984; as cited in Harouna, 2006). Therefore, personal variables like personality, gender, age, educating level and personal expectation has significant relationship with job satisfaction.

2.2.2. Work Values

George and Jones (1999) defined work values as the belief and opinions about the work and the degree of employee's job satisfaction is influenced by their belief and opinions reflecting what they expect from the job and how they behave at work. They further discussed the two dimensions of work values. They are an intrinsic work value which contains learning new things, interesting and challenging work, contributions, creativity, achieving full potential, responsibility and autonomy. Extrinsic work values are related with high pay, job benefits and security, status, social contrasts, family time and their hobbies as the attributes to the employee's job satisfaction. Employees at high posts are usually satisfied if the work is challenging, creative and has more responsibility and employees at bottom level are satisfied if the pay is good, job benefits and security, flexibility.

2.2.3. The working environment and situations

Many scholars have discussed two broad dimensions of working environment. The first is about work and its characteristics like the way job is carried out and completed, job training and self-control on job related activities, sense of achievements and intrinsic value for the work. The second dimension is about context which consists of physical and social working conditions (Raziq and Maulabakhsh, 2015). Herzberg (1968) pointed working atmosphere as a determining employee's job satisfaction and dissatisfaction. George and Jones (1999) discussed the importance of working situations (physical and social) in employee's job satisfaction. They further elaborated that employee-job fit (how interested or bored they are), employees interactions (customers, subordinates, supervisors), surroundings in which they work (noise level, crowdedness, temperature) and how the organization treats their employees (working hours, salary bonus and incentives, rewards and punishments, treatment and fairness) are crucial for understanding employees job satisfaction. The working conditions like working materials and technologies, work style, security, space capacity, cleanliness of office place and restrooms provides positive emotion, safety and inspiration (Singh and Jain, 2013). The working environment and situations are directly interlinked with job performance and working outcomes, the more constructive working environment the better the outcome will be (Javed, Balouch and Hassan, 2014).

2.2.4. Social influence

Employee's job satisfaction is often affected by social influences like co-workers, the work groups an employee belongs to, organizational culture and lives in and relationship with supervisors. Co-workers are always around in the job, performing similar kind of job and have something in common such as educational background and they are crucial in influencing employees job satisfaction (George and Jones, 1999). Fiedler et al. (1977) referred co-worker closeness as friends, welcome and allegiance between employees. In their research, Lin and Lin (2011) understood that there is an encouraging idea regarding of relations within coworkers' relationship and job satisfaction; better coworker's relationship results in higher job satisfaction.

The work group also affects employee's job satisfaction. People are often satisfied if the work group is interactive, responsive, helpful, mutual respect for each other. Furthermore, findings suggest positive significant impact of team work on employee's satisfaction and productivity (Shujaat, Manzoor and Syed, 2014).

Deshpande and Webster (1989, p.4) discussed organizational culture as “the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization”. So, if there is shared values of mutual help and mutual respect among the co-workers it might help for the better functioning of the organization and employee’s satisfaction.

In summary, employees job satisfaction is not solely determined by one factor, rather it is determined by combinations of different factors like personal variables which includes personality, gender, age, education, extrinsic and intrinsic work values, working environment, and social influences like co-workers, supervisors, organizational culture and work groups.

2.3. Overview of job satisfaction theories

There are many influential theories of job satisfaction like facet model of job satisfaction, discrepancy model of job satisfaction, the steady-state theory, and Herzberg’s motivator-hygiene theory and many scholars have attempted and interpreted them in different ways. In this topic, we provide brief insights about these theories along with the criticisms because these theories are crucial to understand the concepts of job satisfaction and elaborate more on Herzberg’s motivator-hygiene theory because it is the structural framework of our master’s thesis.

2.3.1. Facet model of job satisfaction

Cherrington (1994) viewed job satisfaction as two different concepts, the facet satisfaction and overall job satisfaction. Lagace et al. (1993) described job satisfaction as a complicated and multi-faceted construct because people’s perception on satisfaction are different and Smith et al. (1969) pointed some regular aspects of job satisfaction associated to satisfaction from salary, promotional expectation and opportunity, supervisory expectation, co-workers and the regarding of job itself. Employees can have various degree of satisfaction among different aspects or attributes of works (Johns, 1988; cited in Luddy, 2005). Some employees perceive pay and financial rewards more for satisfaction whereas some prefer promotion, opportunities and other factors stated above to define their degree of job satisfaction.

However, this is often difficult to say how much more or less people are satisfied with each job facet and sometimes it is not just a particular facet that determines satisfaction but combination of different facets.

2.3.2. Discrepancy model of job satisfaction

Locke (1969) and Oliver (1981) described discrepancy as a conscious vary among accepted anchor or comfort and employees understands of accomplishment in same element. These anchors may be resulted by societal stress, ambitions, opportunities, maximum requests, any agency or prejudice (Micholas, 1985). George and Jones (1999) urge that discrepancy model of job satisfaction helps in determining how satisfied employees are with work and people tends to compare their work with some ideal job. They further describe idle job as what employees think the work must look like, what their thought regarding of expectation and their expected demand from the work, what they think of their former job and this model says that when the employee's expectations are high on their idle job and these expectations are not meet employees are dissatisfied.

However, the main drawback of this theory is that anchor or the perceived value and the current job and the idle job must be identically measurable and over time and experiences these anchors may change through internal adjustment and external processes (Jiang, Klein and Saunders, 2012).

2.3.3. Steady-state theory

George and Jones (1999) provides insight on steady-state theory and this theory suggests that employees has typical characteristics and degree of job satisfaction called "steady-state" or steadiness level and these state or level depends on different situations and events at work which might change this state temporarily but employees eventually return to their equilibrium level. For instance, the increase in salary by 10 percent may increase satisfaction temporarily but it eventually returns to equilibrium after certain time like increase in the price of groceries in the market. If there is temporary improvement in satisfaction from changes in salary, positions or working environment, then what is the point in doing so?, and many researchers have found that level of job satisfaction is somewhat stable over time and situations (Bowling, Beehr, Wanger and Libkuman, 2005). It might be a human nature that people are never satisfied to the same level and if these levels are temporarily increased, it is only a matter of time and situations that it will go back to equilibrium level.

The major challenges of this theory are it is difficult to understand if the changes create temporary or long-term effect and it is costly to change the situations again and again specially if it has nullified effect over the course of time.

2.3.4. Herzberg's motivator-hygiene theory

Herzberg's motivator-hygiene theory is the principle theory for this master's thesis. It is not because other theories have criticisms; in fact, Herzberg's theory might be the most debated and criticizes theory than others. We intend to use this theory because it separates different facets of job satisfaction into two category; motivator factor which can lead to satisfaction but in its absence it does not lead to dissatisfaction and other one is hygiene factor whose presence eliminates dissatisfaction but it does not add to satisfaction. Many previous researches based on this theory vary its results in different organizations and we want to see how according to this theory hygiene factors and motivating factors affect employees job satisfaction in 4Service offshore AS.

Hertzberg published an analysis of feelings in 1959 where he asked professionals from different companies to define their job knowledges, their feelings about the work and work related experiences and found that answers about good feelings are generally associated to work aspect (motivators) and answers related to depraved emotion are related to work milieu (hygiene factors) (Teck-Hong and Waheed, 2011). Furthermore, Hertzberg added that when hygiene factors are satisfied it tends to eliminate dissatisfaction but it does not add to satisfaction and similarly, motivator aspects can lead employees to job satisfaction but its absence does not lead to job dissatisfaction (Chien, 2013). So, Hertzberg concluded the job satisfaction and dissatisfaction is the product of two different causes; one is motivator factors that can satisfy and the second hygiene factors (that can dissatisfy) (Pardee, 1990).

Table 2.1 Hygiene and motivator Factor (Pardee, 1990)

Satisfiers (motivating factors)	Dissatisfiers (hygiene factors)
Achievement	Company policy
Recognition	Supervision
Work itself	Working conditions
Responsibility	Interpersonal relations
Advancement	Salary
Growth	Status
	Job security
	Personal life

According to Herzberg (1966) cited in (Pardee, 1990), hygiene factors cannot motivate employees, and when hygiene factors are used to motivate employees it can create negative effects over long run. He further added that healthy environments avoid unhappiness with the work and related issues. However, could not direct the person further than small alteration in unhappiness and pleasure need certain emotional development.

The conventional interpretation of happiness in work considers satisfaction and dissatisfaction as the contradictory ending point of a solitary range, which means workers are either pleased or displeased with the work but Herzberg projected as been dissatisfied and satisfied are associated to different attributes starting from one point that may be satisfied to normal feeling then to no becoming dissatisfied (George and Jones, 1999). Herzberg and Blanchard (1982), referred to in (Pardee, 1990) said that when hygiene factors are met it tends to remove dissatisfaction and work restrictions add very little to motivate employees to superior performance or increased capacity.

Herzberg cited in (Pardee, 1990) identified and compared the different dynamics of hygiene and motivation factors. According to Herzberg cited in (Pardee, 1990, p. 7), the dynamics of hygiene includes the following: /

1. There are never-ending sources of pain in the environment (working) and the psychological foundation of hygiene factor is to avoid the pain from these environments.
2. Improvements in hygiene factors have short term effects.
3. The hygiene needs are cyclical in nature and have an escalating zero point.
4. There is no definitive response to hygiene needs. /

The dynamics of motivation as cited in (Pardee, 1990, p. 8) includes the following: /

1. The catalyst for motivation is the need for personal growth.
2. There are limited sources of motivator satisfaction and these improvements have long- term effects.
3. Motivating factors are additive in nature and have a no escalating zero point.
4. There are answers to motivator needs. /

The figure below shows the overview of Herzberg motivator- hygiene theory.

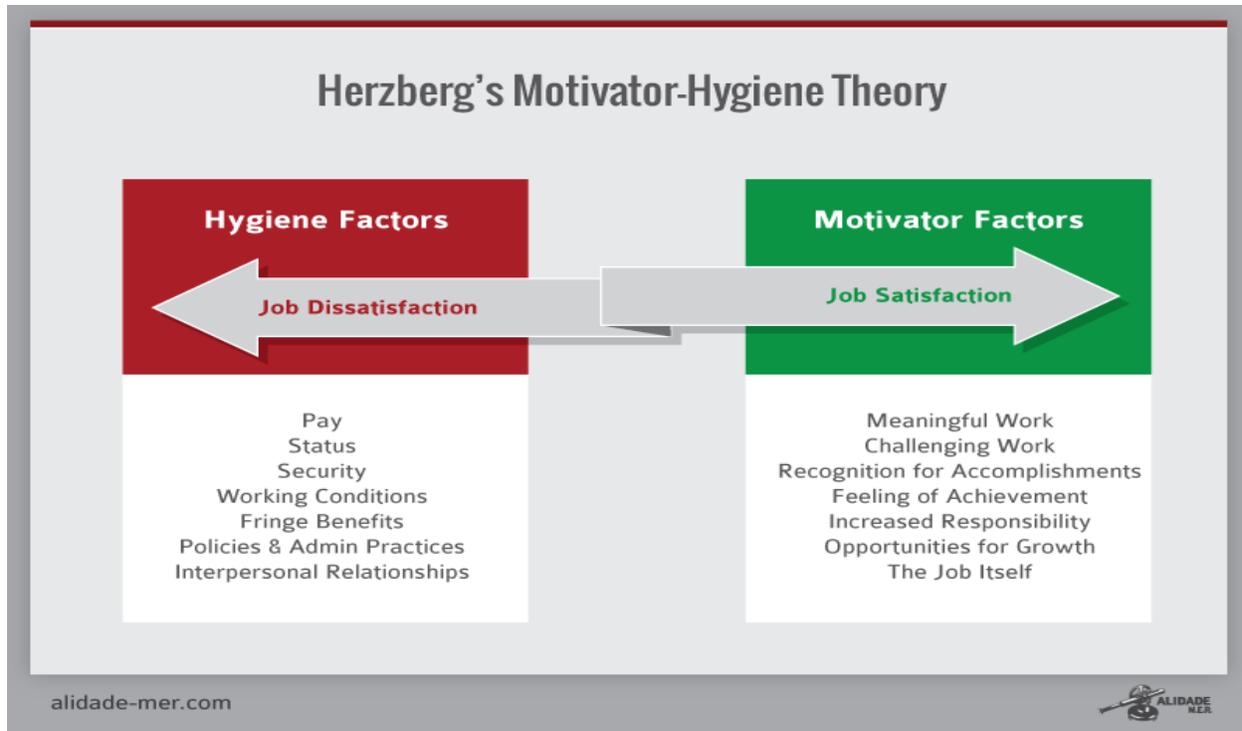


Figure 2.1 Herzberg's Motivator-Hygiene Theory (George and Jones, 1999)

Criticisms:

1. House and Wigdor (1967) urge that it is difficult to separate whether the factors are hygiene or motivator and also difficult to test them as sometimes they show dual nature and vary among people.
2. Vroom (1964) said that storytelling critical-incident technique that Herzberg used is not sufficient to test this hypothesis sufficiently.
3. House and Wigdor (1967) indicated that Herzberg concept is not only approach bound but it is filled with procedural deficiencies as well and it is not consistent with previous research.
4. Ewen (1964) as referred to in House and Wigdor (1967) criticized that it does not account for overall satisfaction.

Hypothesis 1: if employees are satisfied with hygiene factors it decreases employee's dissatisfaction and reduces employee's turnover intentions.

Hypothesis 2: if hygiene factors are satisfied, it increases employee's satisfaction thus reducing employee's turnover intentions.

2.4. Consequences of job satisfaction

In the above section we discussed different theories of job satisfaction along with their drawbacks and how different factors affect employee's satisfaction. The question arises what happens if the employees are dissatisfied. So, in this section we provide brief discussion about potential consequences of job satisfaction such as job performance, absenteeism, organizational citizenship behavior, and worker well-being and turnover.

2.4.1. Job performance

There is a widely held belief that there is a optimistic association concerning job satisfaction and job performance implying that when workers are more satisfied with their jobs, performance of the employees' increases but studies show that it may not be the case. There is a weak positive relationship between them accounting 2 to 3 % increase as shown by the studies (George and Jones, 1999). The recent studies also shows that job satisfaction may not necessarily improve the individual performance and Luthans (1998), cited in (Aziri, 2011) states that, there is many arguments that are concerning with the direction of work performance leads to satisfaction or vice-versa.

2.4.2. Absenteeism

Employee's absenteeism may prove to be costly for the organizations and to decrease this behavior is always a challenge for the organization and increase in employee's job satisfaction may be one of the ways to reduce absenteeism (Aziri, 2011). People are usually absent because of different reasons like illness, family responsibility, traffic conditions and sometimes mood of the people. (Pizam and Thornburg, 2000) stated that stress and bad working conditions tends to increase absenteeism. (Singh and Jain, 2013) discussed dissatisfied workers have higher rate concerning of absenteeism and satisfied employees tends to avoid absenteeism if the situations are avoidable. Absenteeism is always costly for the organizations, so they need to consider employees job satisfaction as well.

2.4.3. Organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) is the employee's behavior which is not required to perform the task and may not be the job requirements but is these behaviors are necessary for organizational survival and effectiveness. Organizational Citizenship Behavior (OCB) includes helping associate friends or staffs, being careful, showing protective attitude from troubles, providing p

positive propositions, and spreading goodwill in the larger community (George and Jones, 1999). When the employees are satisfied with the job and have encouraging opinions towards the organization these behaviors (OCB) are positively to increase and help creating better workplace.

2.4.4. Organizational commitment

Organizational commitment is a feelings and belief of employees towards the organization like how happy the employees are to be the part of the organization, having good feelings and belief towards the organization. It refers to doing what is good for the organization. Scholars like Bateman and Strasser (1984) and Johnston et al. (1990) found that job satisfaction and organizational commitment have strong and positive correlation in different organizational settings. This means that if the employees are satisfied with their job, they tend to become more dedicated to the organizational goals.

2.4.5. Turnover

(George and Jones, 1999) defined turnover as a permanent departure of a worker from the organization and there exist weak-to-moderate relationship between job satisfaction and turnover; higher the job satisfaction lower is the turnover. It is true that people do not always stick to same job and same working place. Sooner or later people switch their job or leave the organization and it may be influenced by many factors like better pay and financial rewards, promotion opportunities and opportunities for growth, better working conditions and so on. Among these factors, job satisfaction is likewise the main causes for the turnover.

Beadles et al. (2000) and Watrous et al. (2006) stated that employee's turnover may be either functional or dysfunctional. If the leavers performed poor it is functional, and the turnover may be initiated by the employer. If they performed well it is dysfunctional. It might be because of employee's personal reasons to leave the organization. Either way turnover limits organizational performance and it is not good for any organization.

2.5. Turnover intentions

Turnover and turnover intentions are not exactly the same terminology. As discussed in above part, turnover refers to employees exit from the organization. On the other hand, turnover intentions refer to the willingness of an employee to leave the organization. It is not necessarily they will leave for sure. Therefore, actual turnover can also be measured alternatively by the analysis turnover measure construct. (Price, 2001)

According to Mahdi et al. (2012), turnover intention in general refers to employee's perceived probability to stay or leave the organization they work in. Tett and Meyer (1993) discussed turnover intention as an intentional and steady willingness to quit the work and are associated with the specific time interval to thinking of quitting the job or search for alternative employment. Moore (2001) point out that job satisfaction is considers as the main elements that affect employee's intent to leave their job. Many studies have stated the significant negative relationship between job satisfaction and turnover intention Mahdi et al. (2012), Javed, Balouch and Hassan (2014), Anwar and Shukur (2015). It means that dissatisfied employees are expected to leave their job than the employees who are satisfied but the connection among these two indicators is not strong (Alsemeri, 2016).

Many studies show that different facets of job satisfaction may direct workers to turnover intentions. Munn et al. (1996) found supervisors assistance to be the most important factor to job satisfaction an intention to resign from their job. Turnover intentions can be associated with different variables such as compensations, rewards, stress, environment, training and carrier opportunities. Employee's turnover can prove to be expensive for the organization because it is often costly and time consuming to train, select, and recruit new employees (Anwar and Shukur, 2015). It is therefore important for the organization to have a long-term planning and proper execution policies to ensure job satisfaction and turnover intention foe the employees.

2.6. Types of employee turnover

Turnover intention can be classified in two separate ideology that we can observe practically in any organization and that many authors have recognized and discussed about. They are voluntary turnover and involuntary turnover.

2.6.1. Voluntary turnover

Voluntary turnover take place when employees choose to terminate the relationship with the employer because of their own personal reasons like changing career, finding better job, for better working condition and experience, bad supervisor relationship, low pay etc (Gomez-Mejia and Wiseman, 1997). Usually, employee involves in voluntary turnover if they are not satisfied with one or more job facets or find better opportunities at another place. So, Sims (2007) added that voluntary turnover occurs when employees' initiates to leave their job on their own free will.

2.6.2. Involuntary turnover

Involuntary turnover is the other way around of voluntary turnover. It arises when employer or the management agrees to end the relationship with the employee because of various reasons like economic necessity, excess manpower, poor performance or the poor fit (Gomez-Mejia and Wiseman, 1997). Involuntary turnover is against the wish of employees and is initiated by the management (Sims, 2007). This turnover is usually not in control for both employee and employer and can have huge impact on the entire organization like lay off of good employees and to the employees as well like loss of job.

2.7. Factors that influence turnover intention

There are various factors which influences turnover influences and demographic variables are one of our focuses in understanding turnover intentions of employees.

2.7.1. Demographic variables and turnover

Many factual studies suggest that demographic variables affect employee's turnover intentions (William and Hazer, 1986). Turnover intentions are influenced by demographic variables such as age, gender, experience and education of the employees.

2.7.1.1. Age and employee turnover

Many studies suggest the negative link among age and employee turnover (Campbell et al., 1990; Samad, 2006). It means older employees have low likelihood to quit. It may be because they usually are experienced, high pay, more friends and greater attachments at work. Similarly, younger employees are more likely to leave current job than older ones, as they are always looking for the better opportunities for the long term and willing to take risks.

2.7.1.2. Gender and education and turnover

It is difficult to say whether gender affects turnover. Many turnover explanations with respect to gender are based on gender wage gap, job interruptions due to childbearing and rearing, traditional view of women as secondary earners in family and education level (Royalty, 1998).

Royalty (1998) found that female employee with education level higher than high school education does not vary significantly in intention to leave the job than of less educated male and more

educated male. However, less educated female employee varies significantly in turnover intention than both male group and highly educated female.

Mitchell et al. (2000) found the positive relationship between education and turnover intention which means higher the education, higher is the turnover. It might be because they are more aware of better opportunities and they might have high expectations in their current job. However, Curry et al. (2005) observed a negative link among education level and turnover intention in service sector.

2.7.1.3. Experience and turnover

Experience refers to the years of work experience in the organization. When employees work for long time in the same organization, it is likely that they will develop a friendly relationship with the staffs, possibility of promotion, sense of achievement and a sense of attachment with the organization. It may not be the case for some employees, and they might have bad experience in the organization, and they will leave. Some research indicates the negative relationship between the turnover intentions and experience, some of them arguing that comparatively higher turnover rate is observed between new employees than old employees (Mobley, 1982).

Hypothesis 3: personal characteristics influence turnover intentions in employees.

2.7.2. Relationship between Job Satisfaction and Employee Turnover

Different concepts and theories of job satisfaction and turnover was the subject of hot debate among the researchers, authors and scholars in late 50s. Since research has been carried out on these topics on different fields as every organization has employees and satisfying them has been a major challenge for the managers. Employee's turnover has also proven to be costly to the organizations. Researchers were always interested to find a link between job satisfaction and turnover intentions among employees.

In 1976, Locke observes various theoretical concepts that are targeted to potentially investigating the effect of job satisfaction, and many of them noticed that the influence of job satisfaction as an indicator of turnover intention (Mobley et al. 1979: Williams and Hazer, 1986). In addition to this, Roznowski and Hulin (1992) stated, almost most of job satisfaction indicators are strong human behaviors measurement associated with job and its environment. Many studies show that job

satisfaction has significant and negative relationship with employee's turnover intentions (Campbell et al., 1990; Samad, 2006; Mobley et al., 1979; Williams & Hazer, 1986; Price, 2001). Further, higher level of job dissatisfaction leads to employee's behavior like absenteeism and turnover intentions.

Hypothesis 4: job satisfaction is significant and negatively related to turnover intention

2.8. Cost of employee turnover

Sometimes management initiates to end relationship with employees often called as involuntary turnover for their own benefits and sometimes employees end the relationship with employer known as voluntary turnover and this is for employees own personal benefits. Both types of turnover are costly for the organization for various reasons like knowledge and expertise, recruitment cost, training cost, advertisement cost, cost of temporary and overtime workers. Ivancevich (1994) stated that human resource managers find employees turnover more costly and can have significant impact in the organization. Some of the major cost involved in employee's turnover is discussed below:

➤ Staffing cost

It refers to the cost to hire new employees. Staffing cost involves cost that are incurred when the organization decided to acquire additional human labor to fill the gap between the job requires and the current human force they have. This staffing process incur costs associated with advertisement costs, recruitment costs, time costs, brokerage costs and signing bonuses Ivancevich (1994).

➤ Vacancy cost

Vacancy cost refers to short-term expenses to replace the employees position and to get the job complete either hiring temporary workers or overtime payment costs paid to remaining workers as to cope with being shorthanded.

➤ Training cost

When organizations hire the new employees s/he might need to provide training to improve their capability and performance. Tracey and Hinkin (2008) discuss that new employees may have skills and abilities, but they often require some formal and informal training to understand organizations

way of doing things and it does not only have financial cost, but time cost as well. It might be very costly to provide training again and again whenever new employees are hired both economically and time of those who are involved in training.

➤ **Productivity loss**

When the employees leave the organization, they take knowledge and expertise to do the job along with them. In that sense, there is decrease in productivity of the organization temporarily until new employees learn those skill set. Tracey and Hinkin (2008) discuss four different ways how productivity is lost during turnover. First, new employees are less likely to be as productive as existing employees. Second, it takes some time for new employees to learn. Third, productivity of existing employee decreases as they have to teach new employees to do things and finally, there might be opportunity cost associated with sales and revenue.

2.9. Causes of High or Low Employee Turnover

High turnover means employees in the organization are leaving their work very often and one of the reasons may be work dissatisfaction. High employee turnover indicates poor working conditions, poor salary and benefits, poor employee's performance, lack of future opportunity, conflicts between the co-workers, and conflicts with the supervisors and manager.

Low turnover implies that employees are satisfied with the different aspects of the work. It may be interpreted as the complete job satisfaction employee's experiences in the organization. Employees can be dissatisfied with some facets but what it matters is the overall experience and attitudes an employee have towards their job.

Every organization holds different practices and methodology regarding to management technique. Because of these reasons turnover intention subjected to each and every factor the organization lack and misses to deliver for their employees. It is important that companies must identify reasons that lead to turnover in their system. Furthermore, these drivers vary across the departments within the organization. The cause for turnover in production department could be extremely dissimilar comparing to turnover in management division. One of the possible solutions to find out the reasons for turnover might be interviewing the employees who are leaving the organization and taking considerations on the reasons to leave.

3. Methodology

In this section, the research strategy and all the processes that are carried out during the entire research will be described starting with explaining the research design and describing source of data and closing the chapter with discussion of data collection and sampling technique.

3.1. Research design

Every research has its own purpose. This thesis aims to understand, identify and analyze the factors for the employee's job satisfaction and its role on turnover intention of the employees. The principle guideline theory for our thesis is Herzberg's Motivator-Hygiene theory.

We plan to conduct a descriptive research on our topic. This research strategy focuses on 'what' aspect of the subject matter rather than 'which' aspect. Descriptive research describes a situation or a set of circumstances on the subject area which exists at the present. It can only report what is happening or what has happened (Kothari, 2004). Descriptive research accounts the characteristics of individuals, groups or situation (Jack and Clarke, 1998) and aims to describe the situation, frequency of occurrence and gathering of the information and categorizing them (Burns and Grove, 1999: 24) cited in (Walker, 2005). We intend to describe the hygiene and motivator factor and discuss how it affects employee's job satisfaction and what is the role of employee's job satisfaction on turnover intention? We intend to find current level of employee's job satisfaction, factors for satisfaction/motivation and dissatisfaction/de-motivation and turnover attitudes and intentions with respect to 4Service offshore AS. This thesis will also describe the benefits of retaining of experienced, satisfied, and committed employees in 4Service offshore AS.

3.2. Source of data

In undertaking this thesis, we used primary and secondary sources of data collection. The primary source includes questionnaire which is deliberately prepared to investigate employee job satisfaction and turnover intention on 4Service offshore AS employees. In addition, related topics published materials and journals, related literature that are wrote in different sector, internet link for gathering idea and information and 4Service company website are used as secondary data.

3.3. Data collection method and sampling procedures

To gather primary data, we prepared questionnaire using Google form and sent email

questionnaires to 275 employees which are 154 cleaners and 121 of coordinators, chefs and other supporting staffs. The questionnaire is constructed in English and Norwegian because some of the employees can only understand English. The questionnaire is divided in three sections. First section contained demographic characteristics of respondents like age, gender, relationship status and year of service or experience. The second section is designed to gather information about the level of employee's job satisfaction at 4Service offshore AS. The last section considered questions regarding the level of employee's turnover intention. For the second and third section of questionnaire, respondents were requested to indicate their feeling on a five-point scale weighted as: strongly disagree =1, disagree = 2, neutral = 3, agree = 4, and strongly agree = 5.

Employees were free to whether responding or not responding. We got permission to collect data and analyze them as per the Norwegian Survey Department (NSD). The collected data and information were only accessible to the students doing this thesis and those data were kept only within students reach. To collect the responses, we succeeded to send the questionnaires though email three (3) times and we collected 85 responses within 4 weeks of time. The first mail was sent to all employees with an open deadline to fill up and return them. We decided to send without a deadline to receive respond as much as possible without stressing the participant. Based on what we sent to the employees, we got 41 or 48.24 % of the total responses or 14.90 % of the total population within the first two days and continue receiving 1 or 2 responses for some days and nothing for two weeks. Within this two-week, we collected 56 respondent which is 65.88 % from the total respondent or 20.36 % from the whole participants. After two weeks we sent another email as a reminder containing the link of questionnaire and explaining the importance of their participation and we got additional 17 responses which is 20 % from the whole respondent or 6.18 % from the total sample size. We received only 4 responds for one and half week. On the last reminder email, we sated one-week deadline response time hoping of getting more responses. We were expecting more respond in this period, but we only got 12, (14.11 %), (4.36 %) respondent.

3.4. Data Processing

After collecting the questionnaire through Google form, email address and IP address of respondent were not visible to anyone to maintain privacy to the employees responding the mail. The information obtained from the questionnaires were summarized, edited and coded. First, the

questionnaires were checked to make sure that the questions were answered properly and according to the format. Afterward, we convert the responses in to the excel sheet.

The next continues by assigning numerical or other symbols. This coding involves assigning numbers or other symbols in order to uses the data in statistical tools (STATA format) and to avoid errors in continuing the further steps. This must be done because the statistical tools that we plan to use cannot identify the word and grouped numbers.

3.5. Data Analysis

In order to simplify the interpretation and analyze the results, we considered using both descriptive and inferential statistics. STATA was used to analyze the results.

3.5.1. Descriptive Analysis

First, we used tables, charts, figures, and percentage to present and analyze the information that was collected. Descriptive statistics methods help the researcher in picturing the existed situation and allow describing the results for specific questions (Pallant, 2005). Furthermore, Frequency of respondent was used to summarize the respondent's variation beside the percentage.

3.5.2. Inferential Analysis

Inferential analysis was used to generalize the results obtained from questionnaire. Sekaran (2000), inferential statistics let us to estimation and interpret the information that are observed through survey by analyzing relationships among indicating variables, subcategories of variable, and variance in dependent variable with respect to independent variables. The inferential statistical methods like Pearson's correlation coefficients and regression analysis were used in this thesis.

3.5.3. Pearson's Product Moment Correlation

Karl Pearson expanded the concept of correlation by developing the product moment correlation coefficient (Coblick et al., 1998). This method measures the linear correlation among two variables giving a result between +1 and -1 inclusive, where 1 is overall positive correlation, 0 indicates non-correlation, and -1 is total negative correlation (Stigler, 1989). The indicator sign coefficient

suggests positive or negative link between these variables, although statistical figure indicates, coefficient specifies the level of the relationships between the variables and their correlations. The stronger the correlation, which means if coefficient between variables 1 or -1 the strong the relationship they have (McDanail & Gates, 2006).

The Pearson’s Product Moment Correlation Coefficient is used to see whether a statistically significant bond occurs among our variables; turnover intention and job satisfaction (hygiene factors and motivator factors).

Pearson ‘s Product Moment Correlation was used to determine the following relationships:

- i. The relationship between hygiene factors and turnover intention,
- ii. The relationship between motivator factors and turnover intention,
- iii. The relationship between job satisfaction and turnover intention,

Correlation coefficient can range from -1.00 to +1.00 (McDanail & Gates, 2006).

The results of correlation coefficient may be interpreted as follows:

Table 3.1 Interpretation of correlation coefficients, (McDanail & Gates, 2006)

Correlation coefficient	Interpretation
0.8 to 1 and -0.8 to -1	Strong positive and negative correlation
0.3 to 0.5 and -0.3 to -0.5	Moderate positive and negative correlation
0 to 0.3 and 0 to -0.3	Weak positive and negative correlation
0	No correlation
+1 and -1	Perfect positive and negative correlation

3.5.4. Regression Analysis in STATA

We used STATA software to do the regression analysis between the variables and to find the correlation coefficients among the variables because it was easier to perform regression and correlation among the variables as we have learned in our course. STATA software is a statistical tool that allows us to perform statistical analysis of the given dataset.

Dependent variable

Turnover intention is our dependent variable as it depends on various factors (variables) like demographic variables (age, gender, years of experience and relationship status), hygiene factors, motivator factors and job satisfaction.

Independent variables

Our independent variables are demographic variables (in our case age, gender, years of experience and relationship status), hygiene factors, motivator factors and job satisfaction.

Regression analysis

Regression analysis helps us to find out and understand the relationship among the variables (Wooldridge, 2003). It also tells us how the dependent variable changes with the change in independent variables, in our case we find out the link between dependent variable (turnover intentions) and independent variables (age, years of experience, hygiene factor, motivating factor and job satisfaction). Multiple regressions are to evaluate the variable connection which is between several (predictor) independent and dependent variable. This method is used by involving all variables. In multiple regressions analysis, two or more independent variables are jointly regressed with dependent variable (Cohen & Swerdlik, 2002). This method is used to investigate the effects of job satisfaction (hygiene and motivator factors) on turnover intention. If the coefficient of the variable is “+” it means the variables are positively related and vice versa.

P-value for F-test (Wooldridge, 2003)

When we perform the regression between two variables in Stata, the output provides us a number of information between those variables. When we see the P-value for F-test, our null hypothesis is $R\text{-square}=0$; which means our model is not a good model and none of the variation in our dependent variable is explained by our independent variable. Alternative hypothesis is $R\text{-square} \neq 0$; which means our model has some explanatory power. R-square takes value from 0 to 1 and is known as coefficient of determination. If it is closer to 1 then better is the model, and if it is closer to zero worst is the model.

For significance test of the model we see F-value. It determines how significant the mode is. We have three significant values, 0.1, 0.05, and 0.01 which means F-value less than these values say our model is significant at 90%, 95%, and 99% confidence level.

T-values for F-test (Wooldridge, 2003)

It is similar to p-values for f-test. Null hypothesis is that coefficient of variable=0 and Alternate hypothesis is coefficient of variable $\neq 0$. We see the column $p > |t|$ and see the value of it. We can see each value for each independent variable. If the value is greater than 0.1 then the variable is not significant to describe the relationship between the variables. If the value is <0.1 , <0.05 , <0.01 then the relationship between dependent and independent variable is significant at 90%, 95%, and 99% confidence level.

3.6. Validity and Reliability

Validity refers strength of a measurement tool that measures the specific issues. Colin (2005) explains that validity is concerned with the degree of the scale accuracy and the representation of the hypotheses of interest. This research is conducted considering on conceptual framework that clearly associate with theoretical constructs. First Pre-questionnaire were distributed to five people whom Norwegian and English is their second language and additionally three person whom are Norwegian and is their first language and check the validity of questions. Thus, after comments and discussion with our advisor and 4Service offshore AS manager, the questionnaire was found valid by the researcher.

Furthermore, Reliability associate the degree which the measurement tool produces stable and consistent result. Reliability described by (Christopher, 2015), the consistency of the score obtained from a measure. He also suggests, by using Cronbach's alpha, it is possible to see whether the questions measure the interests of the variable reliably or the scale is reliable. Considering this, Cronbach Alpha technique was applied to assess reliability of the measurement scales used in this thesis.

Table 3.2 Rule of thumb of Cronbach's Alpha, Cortina (1993)

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Generally, a Cronbach Alpha greater than or equal to 0.7 can be regarded as an acceptable level of reliability in most social science research (Pallant, 2005). If the Cronbach Alpha is less than 0.7, the questions might be difficult for the respondents or the respondents didn't understand the questionnaire (Cronbach, 1951). Fortunately, as we can observe from the Table 5.3, our independent variables alpha Cronbach alpha values are between 0.7- 0.9 which is acceptable based on the rule.

3.7. Ethical Consideration

We try to include number of ethical considerations into account throughout the whole research. When we distribute the questionnaire, researcher made it clear that participation is voluntary and anonymous. We also clarify, the research is for academic purpose and the respond will not be used for further reason. In addition to this, in the questionnaire we explained, after using the information from the questionnaire we will delete it without revealing or exposing the data. In addition to this we registered in Norwegian Survey Department (NSD) and followed the guidelines and templates in accordance with NSD. Therefore, the researcher has tried as much as possible to respect persons'/organizations that would provide information and on from whom information would is collected.

4. Empirical case

4Service AS is one of the largest service providers in Norway. The company was established in 2010, since then, they have grown rapidly both organically and through acquisitions. New companies have become part of 4Service and together they deliver even higher quality to their customers. They have around 2,700 employees and in 2018 they had a turnover of NOK 1.6 billion (4Service website).

In 2018, they moved together into joint premises in Oslo and Trondheim. The services are delivered through the concepts 4Service Camps, 4Service Offshore, De Tre Stuer and Eir and Spor.

With exciting concepts and various services, services ranging from office buildings to sea installations. To provide an outstanding service to their customer, the management are working in individual adaptation and digitization to simplify operations, as well as the importance of dedicated and motivated employees as a guarantee of high quality.

The company is serving over 120 canteens and staff restaurants in Norway, about 40,000 meals a day. The company is also operating about 39 camps with a total of 7,000 rooms and 28,000 meals a day. Furthermore, the company has a contract and delivers cleaning service about approximately 4.7 million sqm per day and 12 offshore installations with 1,915 rooms and serves about 7,500 meals per day (4Service website).

4.1. 4Service offshore AS

4Service offshore AS started working from January 2011. Currently, the company has 275 employees in offshore where 154 employees are working as a cleaner. The company is in Norway and the locations of the sites are outside of Bergen, Stavanger, Kristiansand and Hammerfest. 4Service offshore provides cleaning and catering services to some of the largest oil, gas and rig companies on the Norwegian continental shelf. With their extensive experience from the production platforms, flotels and drilling rigs on the Norwegian and Danish continental shelf, they have acquired knowledge and expertise from some of the largest operator and rig companies from the North Sea offshore region. This knowledge forms the basis for the development of their groundbreaking operations and innovations in quality system.

After many years of working as an international group, they also have extensive experience with global collaboration within the offshore business all around the world. They have retained much o

f global network from their past experiences and they are now benefiting from international inspiration and new international trends working in offshore platform. In Norway, where local regulations and cultural peculiarities are well taken care of, they have everything that is needed to ensure a catering operation that fully satisfies the client, guests, employees and authorities' demands and expectations.

4Service offshore AS focuses on multidisciplinary aspect of working styles. The company creates a concept called “Choice 4YOU” to provide a high-quality food and cleaning services. It provides a large selection of additional services both inside and outside the living quarters. The additional services vary from customers to customers, but common to all the customers, the services increase its scope and complexity every year. Canteen, cleaning and laundry service, providing kiosk, welfare coordinating, providing Helicopter landing officer (HLO) and Helideck assistant (HAD) are ranges of services the company additionally provides.

In addition to this, “Choice 4YOU” includes a complete canteen offering to offshore customers, where health, variety and Norwegian home cooking are put into system. For all these services that the company offers, employees who are working in the offshore will involve all the tasks and responsibility every day. Even though the employees' positions are different, almost all the employees shuffle and work with different tasks as described by one of the managers. For instance, a cleaner might work as cleaning the rooms on the first day and could be assigned to work in laundry section the next day and can work serving meals to the customer the other day. In the fourth day, the worker may work on helping the main chefs preparing the meals. In the fifth day, the worker can clean the working area or offices. In this way, most of the employees will perform in different task and responsibility accordingly. Furthermore, the range of the average salary for the offshore employees is much higher comparing to the people who work regular other non-offshore places work with the same position within 4Service Company.

5. Data Presentation, Analysis, and Interpretation

This section presents, analyze, interpret and discuss the information from primary source of data collected from the employee from 4Service offshore AS via email questionnaire.

The questionnaire was sent for 275 employees in 4Service offshore AS through email. We sent reminders for two times in additional to the first email questionnaires with the questionnaire link. We got respond from 85 employees. So, data presentation, analysis, and interpretation are subject to 85 employees.

5.1. Descriptive Analysis

In this section, all result that are unanalyzed will be described with graph, chart and table by using percentage and frequency.

5.1.1. Demographic information

Under this heading the data analysis and interpretation mainly consist of age, gender, marital status and work experience.

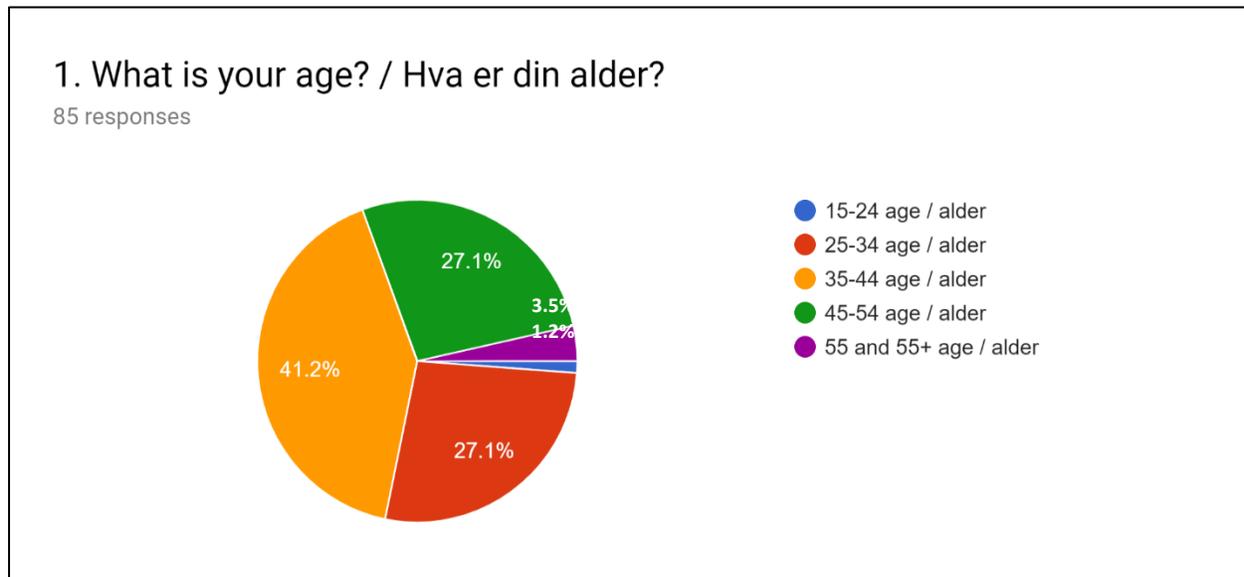


Figure 5.1 Age distribution, Field survey result, 2019

Figure 5.1 shows that from the total population, 1.2% of respondents are between the ages of 15-24 years of age, 27.1% of the respondents are between the age of 25-34 years of age, 41.2% of th

e respondents are between 35-44 years of age, 27.1% of respondents are in the age of 45-54, lastly, (3.5%) of the respondents are 55 and above age. These indicate that most of the respondents are between 35-44 years of age.

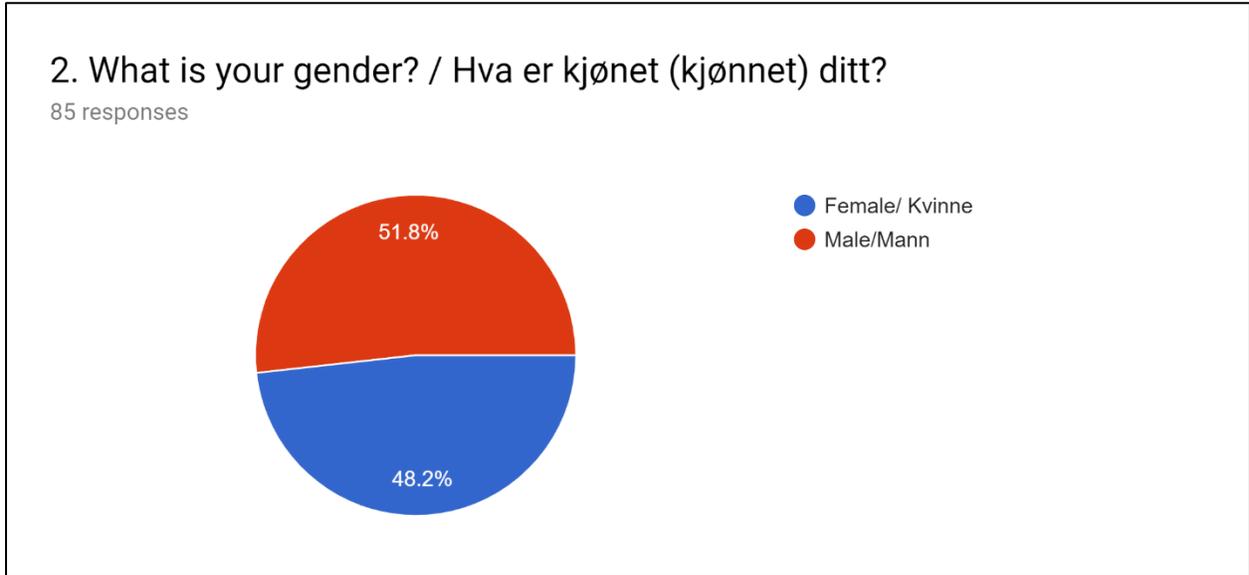


Figure 5.2 Gender, Field survey result, 2019

As Figure 5.2 indicates gender occurrence of the respondents reveals that 48.2% of the respondents are Female and the remaining 51.8% are male respondents. This implies that there is less variation in employees with respect to gender in 4Service offshore.

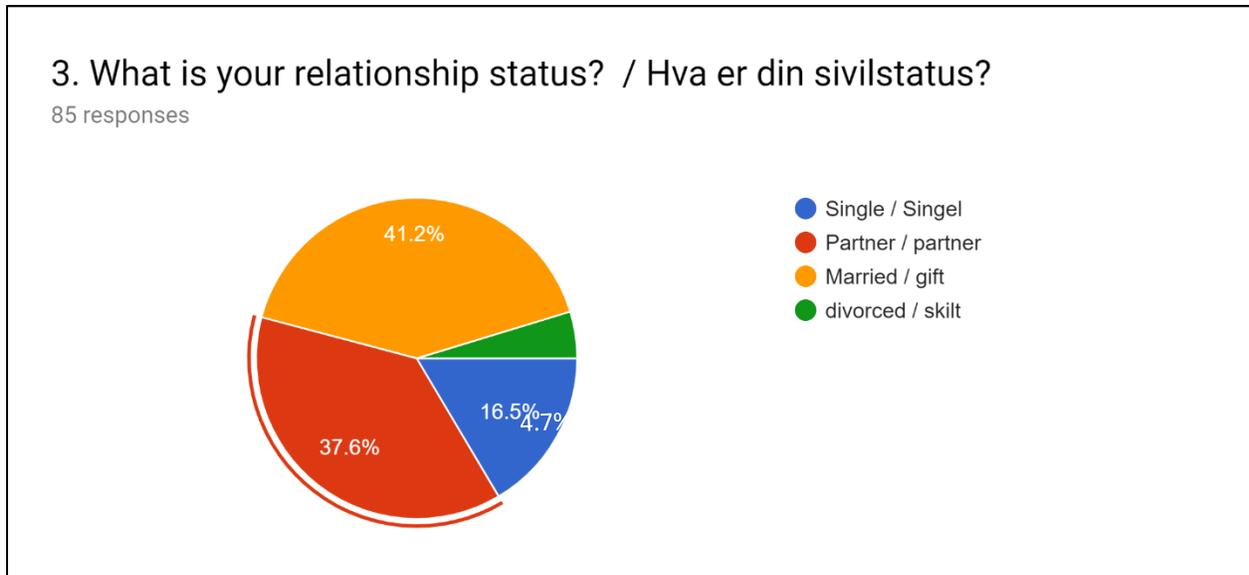


Figure 5.3 Marital status, Field survey result, 2019

According to Figure 5.3, 16.5% of the respondents are single, 37.6% of the respondents have partner, 41.2% of respondents are married and 4.7% of the respondents divorced. This indicates that about 79 % of the respondents are married and have partners.

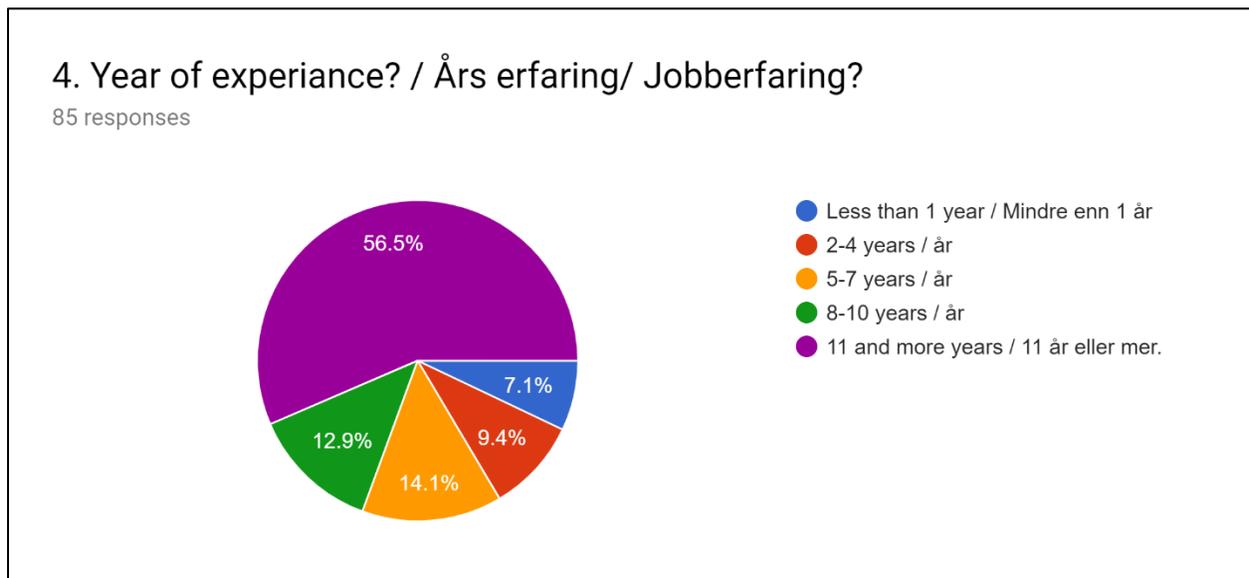


Figure 5.4 Experience, field survey result, 2019

Figure 5.4 illustrates that from the overall population, 7.1% of respondents has less than one-year of experience, 9.4% of respondents have 2-4 years of experience, 14.1% of the respondents have 5-7 years' of experience, 12.9% of the respondents have 8-10 years of experience and the majority of respondents which is 56.5% have 11 and more years of working experience in 4Service offshore company.

5.1.2. Job Satisfaction

In this sub-section, descriptive statistics result related to job satisfaction will be presented with the help of table that contains frequency and percentage of respondents.

Table 5.1 job satisfaction, field survey result, 2019

No.	Sections	Questions	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Total
1	Hygiene Factors	I am satisfied with my salary and other benefits.	F= 0 0%	F= 1 1.2%	F= 17 20%	F= 53 62.3%	F= 14 16.5%	100%
2		I am satisfied with working hours and schedules.	F= 1 1.2%	F= 10 11.8%	F= 22 25.9%	F= 44 51.7%	F= 8 9.4%	
3		Supervisors are helpful.	F= 3 3.5%	F= 3 3.5%	F= 25 29.4%	F= 36 42.4%	F= 18 21.2%	
4		I feel secure about my job.	F= 2 2.4%	F= 4 4.7%	F= 7 8.2%	F= 49 57.6%	F= 23 27.1%	
5		I have a tools and equipment to do a great job.	F= 1 1.2%	F= 9 10.6%	F= 17 20%	F= 43 50.6%	F= 15 17.6%	
6		I am satisfied with the people I work with.	F= 0 0%	F= 4 4.7%	F= 8 9.4%	F= 48 56.5%	F= 25 29.4%	
7	Motivator Factors	I am satisfied with my job purpose and meaning.	F= 2 2.4%	F= 9 10.6%	F= 23 27.1%	F= 40 47.1%	F= 11 12.8%	
8		I receive recognition for the job well done.	F= 4 4.7%	F= 9 10.6%	F= 14 16.5%	F= 44 51.8%	F= 14 16.4%	
9		I have opportunity for better position in my work.	F= 1 1.2%	F= 3 3.5%	F= 13 15.3%	F= 37 43.5%	F= 31 36.5%	
10		I am satisfied with my work based on variety of tasks and responsibilities.	F= 0 0%	F= 6 7.1%	F= 11 12.9%	F= 56 65.9%	F= 12 14.1%	
11		my work is good for my health.	F= 0 0%	F= 10 11.8%	F= 21 24.7%	F= 35 41.2%	F= 19 22.3%	
N= 85								

Table 5.1 shows the level of job satisfaction with the specific number of respondents. As it is illustrated in the table, numbers from 1 to 6 evaluates the level of job satisfaction respect to hygiene factor. About 79 % of the respondents are satisfied with salary and other benefits and 20 % are neutral and very few (1.2%) are dissatisfied. The table also shows that about 61% of the

respondents are satisfied with working hours and schedules and about 26 % of them are neutral and 13% of respondents are dissatisfied.

Table 5.1 shows that about 63.5% of the respondents feel their supervisors are helpful and 7% of them feel the supervisors are not helpful whereas 29.4% of the respondents are neutral. With respect to job security, about 85% of the people feel secure about their job and about 7% does not and about 8% of them are neutral. Majority of the respondents (about 68%) feel they have tools and equipments to do great job but about 12% does not feel so and 20 % of them are neutral. About 86 % of the respondents are satisfied with the people they work with and few of the respondents (4.7%) are not.

According to table 5.1, question numbers from 7 to 11 illustrate the respondent's current level of job satisfaction respect to motivator factors. More than half of the respondents (about 60%) feel their job has a purpose and is meaningful to them and about 13 % does not feel so and about 27 % are neutral. The table clearly shows about 15% of the respondents are very dissatisfied, 67% of the respondents are satisfied and 16.5 % are neutral with respect to recognition for the work well done. This implies that most of the respondents are satisfied and recognized with company management system by recognizing their effort and achievement.

Majority of the respondents (about 80 %) are satisfied with the future opportunity in the company and very few (about 4.7%) does not feel so and rest re neutral. This indicates that majority of the employees hope to grow along with the company. About 80% of the respondents are satisfied with the variety of task and responsibilities provided to them and about 7% are not. Rests of them are neutral. This totally, implies that high numbers of respondents are on satisfaction respect to their increased duty and responsibility.

Lastly, the table demonstrates about 63.5 % of the respondents feel the work they are performing is good for their health and 11.8 % of the respondents do not feel so and 24.7% are neutral. The table indicates that majority of the respondents are satisfied with their job.

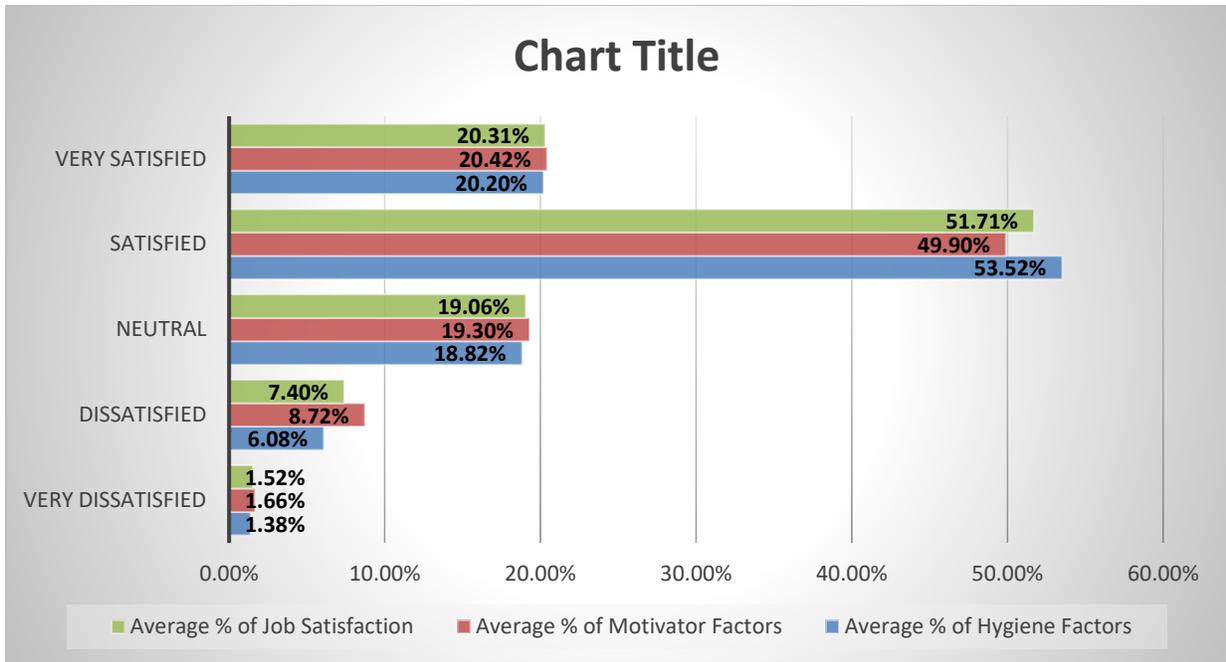


Figure 5.5 Average % Job satisfaction, field survey result, 2019

This chart shows, the average percentage of the respondent's for hygiene and motivation factors and illustrates the average job satisfaction by merging those two factors.

Table 5.1 is used to summarize hygiene and motivator factors results and to form this chart. As we discussed previously, table 5.1 groups the questions into both hygiene and motivator factors. By using those results as a group this chart present the state of job satisfaction by percentage. Under table 5.1 the first six questions are designed to evaluate the level of job satisfaction based on hygiene factors. To generalize the result into hygiene factors, averagely (1.38%) of the respondents very dissatisfied, (6.08%) of the respondents dissatisfied, (18.82%) of the respondents neutral, (53.52%) of the respondents satisfied, and (20.2%) of the respondents very satisfied by hygiene factors. This indicates that averagely about 73% of respondents are not dissatisfied by the overall hygiene factors exist in the organization.

Under the table 5.1, the last five questions evaluate job satisfaction based on the factors associated with motivation. based on the table 5.1 this chart generalize the result into motivator factors, it stated in the chart, an average of 1.66% of the respondents very dissatisfied, (8.72%) of the respondents dissatisfied, (19.3%) of the respondents neutral, (49.9%) of the respondents satisfied, and (20.42%) of the respondents very satisfied by motivator factors. This indicate averagely around 70%

of respondents are satisfied by the overall motivator factors it exists in the organization.

Figure 5.5 illustrates, the level of job satisfaction at 4Service offshore AS based on 85 respondents. This result presented associated with the questions and results from the survey. According to 11 questions and results status, an average of 1.52% of the respondents very dissatisfied, (7.40%) of the respondents dissatisfied, (19.06%) of the respondents neutral, (51.79%) of the respondents satisfied, and (20.31%) of the respondents are very satisfied by their job, associated environment and factors.

5.1.3. Turnover intention

This is a section that turnover intention result is examine and presented using percentage and frequency with the help of table.

Table 5.2 Turnover intentions, field survey result, 2019

No.	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
1	I intend to work for this company for as long as possible.	F= 1 1.2%	F= 5 5.9%	F= 13 15.3%	F= 34 40%	F= 32 37.6%	100%
2	I often think about quitting my present job.	F= 40 47.6%	F= 26 31%	F= 10 11.9%	F= 7 8.3%	F= 1 1.2%	
3	I am working here as a temporary job.	F= 42 49.4%	F= 29 34.1%	F= 8 9.4%	F= 5 5.9%	F= 1 1.2%	
4	I will probably look for a new job in another field after some time.	F= 31 36.9%	F=25 29.8%	F= 16 19%	F= 10 11.9%	F= 2 2.4%	
5	If I got an offer from another organization in the same field, I will leave this company.	F= 23 27.1%	F= 27 31.8%	F= 26 30.6%	F= 8 9.4%	F= 1 1.2%	
N=85							

Table 5.2 illustrate majority of the respondents (77.6 %) intend to work in the company for a long time and about 7 % of the respondents does not. About 7 % of the respondents are working as a temporary employee. Similarly, 78.6 % of the respondents do not think of quitting their present

job and only 9.5 % of the respondents often think to quit. About 67 % of the respondents do not think for looking new job in other field after some time whereas 14.3 % of the respondents might look for new job in another field.

More than half of the respondents (about 59 %) disagree to leave the company if they got offer from similar company and 10.6 % of the respondents might leave. 30.6% of the respondents are neutral in this case. Less than 20 % of the respondents are neutral in first four questions related to turnover intentions.

Overall, the table 5.2 illustrates that there is very low turnover intentions among the employees in 4Service offshore AS which argues the company has strong position in retaining the employees.

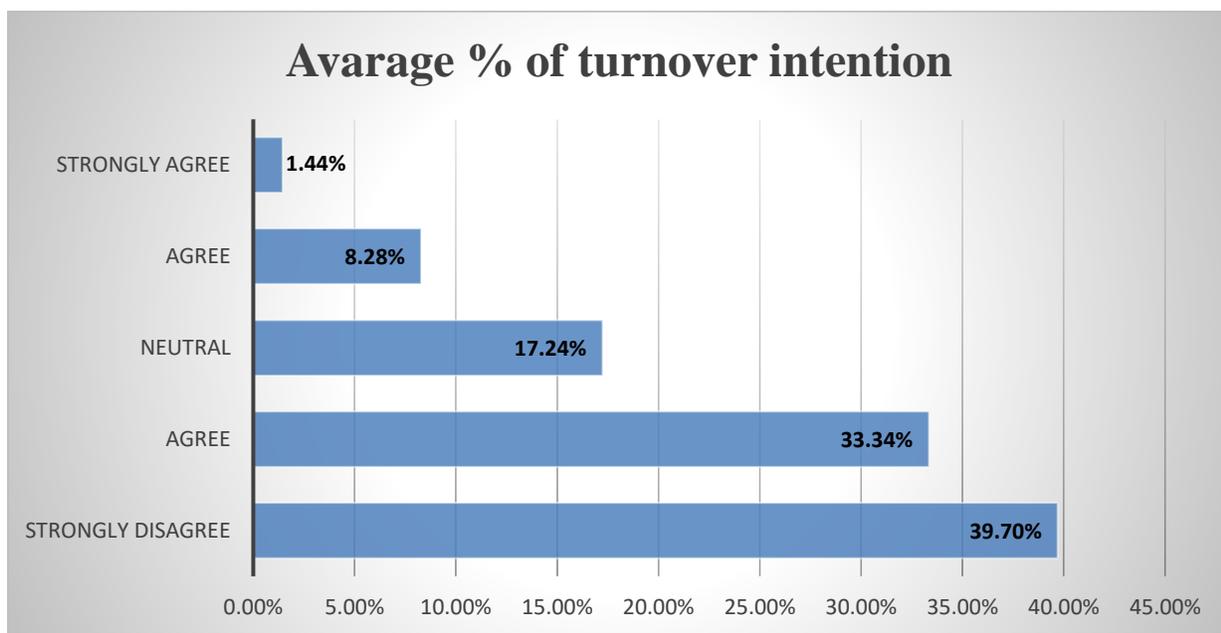


Figure 5.6 Average % Turnover Intention, field survey result, 2019

This chart shows, the average percentage of the respondent's for turnover intention. The chart summarizes the five questions that were separately presented under table 5.2. According to this chart, averagely (1.66%) of the respondents strongly disagree, (8.28%) of the respondents disagree, (17.24%) of the respondents neutral, (33.34%) of the respondents agrees, and about (39.70%) of the respondents are strongly agreed with those questions that evaluate turnover intention. The level of turnover intention based on 85 respondents; about (73.04 %) the respondents don't have any

intention to leave the company and they are committed to the organization. An Average of 9.72% of the respondents is thinking to leave the organization. Furthermore, the rest of the respondents (17.24%) were neutral.

5.2. Reliability Analysis of job satisfaction and turnover intention

To check the reliability of our measurement scale in this study, we conduct a test by using STATA software. As we discussed previously, Cronbach Alpha technique is used. Reliability analysis (Cronbach’s alpha) was used on each of the independent variable’s subscales hygiene factors, motivator factors and together job satisfaction. We also evaluate our measurement scale for dependent variable turnover intention. Before we start testing, we reversed item that negatively rewarded in our data.

Table 5.3 Cronbach Alpha for Independent Variables, field survey result, 2019

Independent Variables	
Hygiene factors	$\alpha = 0.7398$
Motivator factors	$\alpha = 0.7729$
Job satisfaction	$\alpha = 0.8657$

According to Cortina M. (1993), the following rule can be used to examine the result : $\alpha \geq 0.9$ is excellent, $0.9 > \alpha \geq 0.8$ is good, $0.8 > \alpha \geq 0.7$ is acceptable, $0.7 > \alpha \geq 0.6$ is questionable, $0.6 > \alpha \geq 0.5$ is poor and $0.5 > \alpha$ is unacceptable.

As we can observe from the Table 5.3, our independent variables alpha Cronbach alpha value are between 0.7- 0.9 which is acceptable based on the rule. After we combine hygiene and motivator factor as Job satisfaction variable, the alpha output is higher comparing to individual’s motivator and hygiene factor variable. Overall, hygiene factors with $\alpha= 0.7398$ which is acceptable, motivator factors show that Cronbach Alpha value $\alpha= 0.7729$ which is acceptable again and

together as job satisfaction variable the result shows $\alpha = 0.8657$ this means our alpha result is good reliability.

Table 5.4 Cronbach Alpha for dependent Variable, field survey result, 2019

Dependent Variable	
Turnover intention	$\alpha = 0.8208$

Table 5.4. Shows Cronbach alpha value for dependent variable (turnover intention).as we can see the result turnover intention has alpha value = 0.8657 which is more than acceptable value (greater than 0.8). Based on the rule what we have provided by Cortina M. (1993), our measurement for independent variables (Motivator factors, Hygiene factors and together job satisfaction) and dependent variable which is turnover intention are reliable and so we can continue for further phase of the research.

5.3. Regression Analysis

Based on the regression analysis of our data, we regressed turnover intention as dependent variable and demographic variables, hygiene and motivator factors and job satisfaction as independent variables and obtained the following results.

Table 5.5 overview of regression analysis (see appendix)

Regressions	Adj. R-square	F-value	coefficients	P >T
Age and turnover intentions	0.1051	0.0014	-0.0162	0.001
Experience and turnover intentions	0.0918	0.0028	-0.0320	0.003
Hygiene factors and turnover intentions	0.1726	0.0000	-1.0788	0.000

Motivator factors and turnover intentions	0.2243	0.0000	-0.9305	0.000
Job satisfaction and turnover intentions	0.2259	0.0000	-1.1306	0.000
Hygiene factors, motivator factors and turnover intentions	0.2200	0.0000	Hygiene=-0.2939 Motivator=-0.7523	Hygiene=0.466 Motivator=0.016

The table 5.5 shows that our models for regression (age and turnover intentions, experience and turnover intentions) are significant at all significance level with $F=0.0014$ and 0.0028 respectively. $F=0.0000$ for all other regression models which shows that our models are significant at all significance level as $F<0.1$, 0.05 and 0.01 .

Our Adj R-squared = 0.1051 for age and turnover intentions. It means about 10.5% of variation in turnover intention is explained by age factor. We found negative relationship between age and turnover intentions since coefficient of age is negative, -0.0162 . It means if the age is increased by one-year, turnover intentions are likely to be decreased by about 1.6%. Furthermore, t-value for p-test for age variable is $0.001 < 0.1$, 0.05 and 0.01 which is significant at all significant level. So we found age have a significant negative relationship with turnover intentions.

Our Adj R-squared = 0.0918 for experience and turnover intentions. It means about 9 % of variation in turnover intention is explained by years of experience. We found negative relationship between experience and turnover intentions since coefficient of experience is negative, -0.0320 . It means if the experience is increased by one year, turnover intentions are likely to be decreased by about 3.2%. Furthermore, t-value for p-test for experience variable is $0.003 < 0.1$, 0.05 and 0.01 which is significant at all significant level. So we found experience have significant negative relationship with turnover intentions.

Our Adj R-squared = 0.1726 for hygiene factors and turnover intentions. It means about 17% of variation in turnover intention is explained by Hygiene factor. We have found the negative relationship between Hygiene factor and turnover intentions since coefficient of Hygiene factor is

negative, -1.0788. It means if the Hygiene factors are made better by 10%, turnover intentions will decrease by about 11%. Furthermore, t-value for p-test for hygiene factor is $0.0000 < 0.1, 0.05$ and 0.01 , which is significant at all significant level. So we found Hygiene factor has a significant negative relationship with turnover intentions.

Our Adj R-squared for motivator factors and turnover intentions is 0.2243. It means about 22.5% of variation in turnover intention is explained by motivator factor. We found negative relationship between motivator factor and turnover intentions, since coefficient of motivator factor is negative, -0.9305. It means if the motivator factors are made better by 10%, turnover intentions is likely to decrease by about 9%. Furthermore, t-value for p-test for motivator variable is $0.000 < 0.1, 0.05$ and 0.01 , which is significant at all significant level. So, we found motivator factor has a significant negative relationship with turnover intentions.

Our Adj R-squared for job satisfaction and turnover intentions is 0.2259 which means about 22.5% of variations in turnover intention is explained by job satisfaction. We found negative relationship between job satisfaction and turnover intentions, since coefficient of motivator factor is negative, -1.1306. It means if the job satisfaction increases by 10%, turnover intentions are likely to decrease by about 11%. Furthermore, t-value for p-test for job satisfaction is $0.000 < 0.1, 0.05$ and 0.01 , which is significant at all significance level. So, we found job satisfaction have significant negative relationship with turnover intentions.

Lastly, we performed multiple regression between hygiene factors, motivator factors and turnover intentions and our model was significant at all significant level with $F=0.0000$. Our adj. R-square is 0.2200, which means hygiene factors and a motivator factor explains 22% of the variations in turnover intentions together. We have found the negative relationship between hygiene factors and motivator factor with turnover intentions, since coefficient of motivator factor and hygiene factors are negative, -0.7523 and -0.2939. It means if the motivator factors are made better (by 10%), holding hygiene factors constant, turnover intentions are likely to decrease by about 7.5%. Similarly, if hygiene factors are made better (by 10%) holding motivator factor constant, turnover intentions are likely to decrease by about 3%. Furthermore, t-value for p-test for motivator variable is $0.000 < 0.1, 0.05$ and 0.01 , which is significant at all significant level. So, we found motivator factor and hygiene factor has a significant negative relationship with turnover intentions.

5.4. Pearson Correlation between the variables

Table 5.6 Pearson Correlation between the variables (see appendix)

	Turnover intentions	Hygiene factors	Motivator factors	Job satisfaction
Turnover intentions	1			
Hygiene factors	-0.4545	1		
Motivator factors	-0.5168	0.7966	1	
Job satisfaction	-0.5148	0.9383	0.9565	1

The above result indicates turnover intentions have moderate and negative correlation with job satisfaction, hygiene and motivator factors with $r = -0.51, -0.45$ and -0.52 respectively. Hygiene factor is strongly correlated with motivator factor and job satisfaction with $r =$ about 0.8 and 0.94 respectively. Similarly, motivator factor is also strongly correlated with job satisfaction with $r=0.96$. (Rounded 2 digits after decimal for all values in interpretation)

5.5. Discussion of the result

In this chapter we discuss the results obtained from the statistical tools in alignment with the theories and previous research from our literature review.

5.5.1. Discussion of hypothesis 3

Our hypothesis 3 is turnover intention of employees are influenced by the demographic variables like age, gender, education and experience. Empirical studies also suggest that demographic variables affect employee's turnover intentions (William and Hazer, 1986).

Age and experience affect the turnover intentions of employees and many studies like Campbell et al. (1990), Lewis and Park (1989) and Samad (2006) suggests the negative relationship between age and turnover intentions which means senior workers are slight expected to leave related to young employees. Mobley (1982) suggests negative relationship between experience and intention to leave. The result obtained from regression analysis of data collected from 4Service offshore also shows the negative relationship between age and experience with turnover intentions (see table 4.4) which is in accordance with previous studies. It is not that older people never leave or think

about leaving the organization but compared to young employees, young ones are always looking for the better opportunities and willing to take risks like trying in different fields or even unemployment risks for a time being. Another reason might be as employees get older; he will gain more experience in that organization. He will make friends with other staffs; pay might be high as they get experienced, greater sense of achievement and attachment with the organization. Experienced employees also leave the organization but only comparing the opportunities and benefits they get between existing and alternative and if the difference is not much, they are likely to drop turnover intentions. These might be the reasons for the negative relationship between age and experience with turnover intentions.

Traditional view suggests women are likely to quit their job with respect to male employees (Moynihan and Landuyt, 2008). Studies like Royalty (1998), Lewis and Park (1989) suggests that education, wage gap, opportunities, childbearing and child rearing mediates study of gender difference for turnover intentions. Royalty (1998) found female employee with education level higher than high school education does not vary significantly in intention to leave the job than of less educated male and more educated male. However, less educated female employee vary significantly in turnover intention than both male group and highly educated female. Wage gap between male employees and female employees for the same job might trigger the sense of gender inequality in female and they might leave. In case of relationship status, married women might be involved in childbearing and child rearing which might create temporary turnover among married female employees.

5.5.2. Discussion of hypothesis 1 and 2

Our first hypothesis was if employees are satisfied with hygiene factors it decreases employee's dissatisfaction and reduces employee's turnover intentions. The second hypothesis was if motivator factors are satisfied, it increases employee's satisfaction thus reducing employee's turnover intentions Our first and second hypothesis was based on Herzberg's motivator- hygiene theory which separates different facets of job satisfaction into two category; motivator factor which can lead to satisfaction but in its absence it does not lead to dissatisfaction and other one is hygiene factor whose presence eliminates dissatisfaction but it does not add to satisfaction (Hertzberg, 1966; Pardee, 1990).

Hygiene factors include job facets like company policies, employee's supervision, work conditions, interpersonal relations within the organization, status, job security, salary and wages. Hersey and Blanchard (1982, cited in Pardee, 1990) said that when hygiene factors are met, they add very little to the satisfaction, but it tends to remove dissatisfaction in the employees. We found significant negative relationship between hygiene factors and turnover intentions. About 17% of the variations in turnover intentions among 4Service offshore employees are described by hygiene factors (table 5.5). It means that if the hygiene factors are improved or made better it tends to remove dissatisfaction of employees and less dissatisfied the employees are, lower will be the employee's turnover. Hygiene factors and turnover intentions have weak negative correlation with each other. With regards to hygiene factors in 4Service offshore, very few employees are dissatisfied with salary and other benefits (1.2%) and only about 13% of the employees are dissatisfied with the working conditions in the company. About 7% employees feel job insecurity and 4.7% people are dissatisfied with the people they work with, 7% of employees are not satisfied with supervisors and about 12% employees feel they don't have better tools and equipment's to do great jobs. If employees' expectations related to job are not met, they tend to be dissatisfied (Hussami, 2008) and dissatisfaction is one of the major reasons behind the employee's turnover intention. Improvements in hygiene factors like working conditions (working hours, schedules, better equipment and tools), better employee-supervisor and employee-employee relationships and improving sense of job security might help to decrease the level of dissatisfaction among employees. Pardee (1990) further add that improvement in hygiene factors might reduce employee's dissatisfaction but they usually have short term effects which brings challenges to the managers in improving these job facets for the long run.

Motivator factor includes the job facets like achievement, recognition for work done, nature of work, opportunity for growth and responsibility. Motivator factors can lead employees to job satisfaction does not lead to dissatisfaction if these factors are absent (Chien, 2013; Herzberg, 1966). Unlike hygiene factor, motivator factor actually adds to employee's satisfaction (Herzberg, 1966) and job dissatisfaction is one of the motivations for employee's intention to resign (Moore, 2001). We found significant negative relationship between motivator factor and employees' turnover (see table 5.5). It means if the motivator factors are improved which adds to employee's satisfaction, it will reduce in employees' turnover intentions. About 22.5% of the variation in employee's turnover intention in 4Service offshore is described by motivator factors. Motivator

factors have moderate negative correlation with turnover intentions. About less than 15% in average, employees in 4Service are not satisfied with motivator factors like nature and purpose of the job, recognition for the job well done, better opportunity, physical and mental health, task varieties and responsibilities (see table 5.1). Improving sense of achievement, opportunities for personal growth and career growth of the employees, creating more challenging and creative jobs and providing adequate responsibilities towards the job might help to increase employee's satisfaction. Pardee (1990) further add that improvement in motivator factors increases employee's satisfaction and they usually have long term effects which is better for any organization.

5.5.3. Discussion of hypothesis 4

Our fourth hypothesis was job satisfaction has significant and negative relationship with turnover intention. Hoppock, as cited in Zhou (2009) defined job satisfaction as the feeling of employee's respect to the job and working environment both psychologically and physically and how they react to their working situations. People think, perceive and feel different about their job and satisfaction and dissatisfaction refers the extent to which they like or dislike their job (Spector 1997; Calvo-Salguero et al., 2010). It can also be interpreted as sentimental and expressive reply towards the different aspect of work like position, supervision, interpersonal contacts, challenge and excitement, salary and wages, promotions, working environment, and organizational structure (Schermerhorn, 1993, as cited in Harouna, 2006). Negative feeling toward the job is one of the key elements that influence employee's intent to leave his/her current job (Moore, 2001; Mobley et al., 1979; Williams & Hazer, 1986) and many studies have stated the significant negative relationship between job satisfaction and turnover intention(Mahdi et al., 2012; Javed, Balouch and Hassan, 2014; Anwar and Shukur, 2015). We found the significant negative relationship between job satisfaction and turnover intentions. It means dissatisfied employees are more likely to quit their job than the employees who are satisfied which is in accordance with previous studies. About 23 % variation in employee's turnover intention in 4Service offshore is explained by job satisfaction and job satisfaction has moderate negative relationship with turnover intentions (see table 5.5). Job satisfaction and dissatisfaction is a holistic feeling of the employees which depends on strength and occurrence of positive and negative events in the job (Cherrington, 1994). Employees get paid for work and might be rewards for better performances. There are friends working with them, supervisors guiding them. Employees always expect something from the job in regards to different job facets. Some might be satisfied with working conditions and company

policies and some may not. Some people might sense opportunity for growth and sense of achievement for long term and some might not. People might be satisfied with some facets of job satisfaction and dissatisfied with other facets. It might be because of the difference in expectation and reality. So, the overall experience employees have during work determines their overall satisfaction. If the employees have positive experience, they will be satisfied and less likely to quit their job than people with negative experience and job dissatisfaction.

6. Conclusion, recommendations and limitations

This is the last chapter to put an end to this study. In this section, finding and discussion of this research will be concluded and provide recommendations to the 4Service offshore AS management and, in addition, limitation and suggestion for future study will be provided to students, researcher and interested persons who plan to understand and study the impact of job satisfaction in turnover intention.

6.1. Conclusion

The purpose of this study is to assess the level of job satisfaction and turnover intention which exist in 4Service offshore employees. In order to evaluate this, the researcher conducted a survey on the employees and used analytical software (STATA) for the result to provide meaningful information. Herzberg hygiene and motivator factor theory were used as a theoretical framework.

One of the basic assets that need attention for better performance is satisfied and committed human resource. Service sectors employees such as teacher, health care provider, wholesale and retail trade worker, transportation worker, hospitality and tourism providers, insurance, finance employees, cleaners, catering and general service providers have direct interaction with customers. Because of this human resource can predict highly the performance of organizations in service sectors. Satisfied and committed employees are willing to present with positive attitude and perform outstanding performance to their customers. So, employees are considered the most crucial factor that regulates the achievement of an organization in a competitive environment. In addition, if employees are managed correctly satisfaction, commitment towards work, performance, productivity and effectiveness increases and reduces cost of material and working

hours and potentially decrease turnover cost and absenteeism at both individual as well as organizational level.

Based on our result, the finding of this study supports the theoretical framework that is introduced by Frederick Herzberg. As we can clearly see our overall result, job satisfactions have vital impact on turnover intention.

As we can understand from the figure 4.1 and 4.2, hygiene and motivator factor have a significant impact on turnover intention separately. Absence of hygiene factors which include salary and other benefits, security, working condition, policy and administration practices, status and interpersonal relationship within employees and manager can create employees job dissatisfaction. Furthermore, motivator factors such as, recognition, meaningful work, challenge, responsibility, opportunity for development and the job itself have a power to create job satisfaction on employees if it is practiced accurately by the leaders or manager.

Finally, according to our result the research concludes that, about 73.04 % 4Service offshore AS employees does not have intention to leave the company. And, about 73 % of the employees are satisfied with the hygiene factors, about 70% of the employees also satisfied with motivator factors that the company practices. The average job satisfaction currently exist in 4Service offshore employees is around 72% and the percentage of job satisfaction and turnover intention have no significant difference. So, this can be an evidence for turnover intention is determined by job satisfaction (hygiene and motivator factors). This support the idea of (Bill Mobley, 1979), which views job satisfaction as an essential component understanding employees turnover intention, and it triggers majority of the whole process in turnover.

6.2. Recommendation

In this section, recommendation will be given to 4Service offshore AS based on the results as discussed in analysis and findings section of this thesis to increase employee's job satisfaction and commitment and decrease turnover intention in the company.

- In competitive and dynamic business environment in service sector, employees are the key to success for the organizations. Therefore, 4Service offshore AS should implement systematic management system to improve work schedule to balance working hours and brake time in the offshore. This is because the employees are working long hours when

they are in offshore. Furthermore, the company should provide updated or modernize tools and equipment so that the employees can reduce working hours and perform effectively. This can be one of the instruments that can decrease dissatisfaction by improving working conditions.

- Job security is one of the strong predictors of dissatisfaction in the workplace. So, the human resource management (HRM) should introduce a tool that can create belongingness in the company. Meeting with employees, hosting socializing events for the employees, management and owners together, involving employees in future planning and notifying or alerting the employees about their future with the company frequently can be device that can create belongingness and feeling of secure in the employees thought.
- Supervisory support is an important factor that can establish favorable working environment. Because supervisors plays a key role in shaping work experiences of subordinates, and often supervisors act as “gatekeepers” for whom employees demand for help and support. 4Service offshore AS human resource management (HRM) should promote training to supervisors on how to increase job satisfaction and generally how to manage employees’ systematically. Also, the behavior of the work in highly intensive and offshore. So, as much as possible, Supervisors should consider provide emotional (listening to employees’ personal issues) and practical support to assist employees of 4Service offshore AS. This could involve switching work schedules, assisting employees when they face difficulties and other practical measures to increase job satisfaction and commitment in organization.
- 4Service offshore AS should adopt approach to recognize employees who achieve and perform tasks and responsibility outstandingly to improve the organization performance. Recognition as it is discussed by (Ali & Ahmed, 2009), recognition program can increase motivation and satisfaction of employees. From all the measurement tools that we implement in this study, recognition has higher parentage regarding of negative response. So, the company should consider introducing recognition program such as employee of the

month, reward ceremony, recognition party regularly, providing appreciation later and posting it in the company memo or notice board.

- In order to satisfy and motivate employees and decrease turnover intention, meaningful and purposeful work is measured under motivator factor, and the result suggests that, there is significant and negative effect that needs improvement in the organization. To avoid the negative effect of meaning and purpose under motivation factor, the company should work on creating awareness on each and every employee about how much the employee's task, duties and responsibly means to the company and its respect to the performance and profitability of the organization. In addition, supervisors should reshuffle change and increase employee's duty and responsibly regularly to motivate and to create a new challenge based on their capacity and boundaries of the employees.
- Furthermore, the employees should have to feel mentally and physically well-being on their work and working place. When the employees think about their job is harmful or unhealthy, they will start thinking to leave the company and change their profession. To decrease turnover intention and to create satisfaction within the employees, the company should implement work-life benefit program such as Happy Friday, refreshment day-off, group and individual physical training facility and benefits and therapy program. These kinds of benefit programs will positively influence employees' emotions and perceptions in that they will feel that the management/the company care about their well-being.
- Finally, the human resource department of 4Service offshore AS should actively follow and give immediate responses to the needs and requirements of the employees and should also be interested in socializing and solving problems by considering the situation and condition of the employee's personal and social conditions.

6.3. Limitation and suggestion for study

It is recognized by the researcher that this study has some limitations. Due to time and resource constraint, the research assesses job satisfaction and turnover intention only 4Service offshore AS employees. Because of this, the results cannot be considered to all offshore service employees,

even for other cleaning and catering employees work on onshore and service sector employees. So, future research should be conducted in service companies that are working in offshore could expand the research to more advance level.

This thesis considers evaluating employee's perception toward their job and job environment as a factor of leaving their current job. But the research did not include assessing leaders and manager's awareness and understanding of job satisfaction and reason of turnover intention. This is because due to nature of the work, leaders whom are working in offshore do not have free time to be interviewed. Future study by considering leaders and manager's knowledge and thought can be a vital evidence for understanding the gap between employees and managers perception.

In this research, we did not consider the employees family status like number of children, age of children and single parent states. This might affect the behavior of employee for job satisfaction and the level of commitment. When you have more family responsibility like, newborn child/infant or children under the age of 5, the commitment you have working in offshore will be under question. So, this can be considered as one of a limitation for this research. Future research that considers family status can clearly state the impact of family states on turnover intention.

Lastly, this thesis did not measure education as factors that determine turnover intention. (Mitchell et al., 2000, Royalty, 1998) they found out that more educated employees are more likely they leave the current job to find better work. So, the relationship between turnover intention and education should be examined to expand the study.

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Appendix

Relationship between Age and turnover intentions

Source	SS	df	MS	Number of obs = 85
Model	1.39937824	1	1.39937824	F(1, 83) = 10.86
Residual	10.6906139	83	.128802577	Prob > F = 0.0014
Total	12.0899922	84	.143928478	R-squared = 0.1157
				Adj R-squared = 0.1051
				Root MSE = .35889

logturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
age	-.0162509	.0049303	-3.30	0.001	-.0260571 - .0064448
_cons	1.167649	.1726554	6.76	0.000	.8242444 1.511054

Relationship between experience and turnover intentions

Source	SS	df	MS	Number of obs = 85
Model	1.24113467	1	1.24113467	F(1, 83) = 9.50
Residual	10.8488575	83	.130709126	Prob > F = 0.0028
Total	12.0899922	84	.143928478	R-squared = 0.1027
				Adj R-squared = 0.0918
				Root MSE = .36154

logturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
yearofexperience	-.0320857	.0104125	-3.08	0.003	-.0527958 - .0113757
_cons	.8721569	.0927343	9.40	0.000	.6877121 1.056602

Relationship between hygiene factors and turnover intentions

Source	SS	df	MS	Number of obs = 85
Model	2.20573119	1	2.20573119	F(1, 83) = 18.52
Residual	9.88426097	83	.119087482	Prob > F = 0.0000
Total	12.0899922	84	.143928478	R-squared = 0.1824
				Adj R-squared = 0.1726
				Root MSE = .34509

logturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
logHfactor	-1.078899	.2506902	-4.30	0.000	-1.577511 - .5802859
_cons	2.056267	.3373888	6.09	0.000	1.385214 2.72732

Relationship between motivator factor and turnover intentions

Source	SS	df	MS	
Model	2.82367176	1	2.82367176	Number of obs = 85
Residual	9.26632039	83	.111642414	F(1, 83) = 25.29
Total	12.0899922	84	.143928478	Prob > F = 0.0000

R-squared = 0.2336
Adj R-squared = 0.2243
Root MSE = .33413

logturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
logMfactor	-.9305548	.1850331	-5.03	0.000	-1.298578 - .5625314
_cons	1.836331	.2458936	7.47	0.000	1.347258 2.325403

Relationship between job satisfaction and turnover intentions

Source	SS	df	MS	
Model	2.84303842	1	2.84303842	Number of obs = 85
Residual	9.24695374	83	.111409081	F(1, 83) = 25.52
Total	12.0899922	84	.143928478	Prob > F = 0.0000

R-squared = 0.2352
Adj R-squared = 0.2259
Root MSE = .33378

logturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
logjobsat	-1.13067	.2238231	-5.05	0.000	-1.575846 - .6854953
_cons	2.114505	.2993884	7.06	0.000	1.519034 2.709977

Multiple regressions

Source	SS	df	MS	
Model	2.88380215	2	1.44190107	Number of obs = 85
Residual	9.20619001	82	.11227061	F(2, 82) = 12.84
Total	12.0899922	84	.143928478	Prob > F = 0.0000

R-squared = 0.2385
Adj R-squared = 0.2200
Root MSE = .33507

logturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
logHfactor	-.2939013	.4015944	-0.73	0.466	-1.0928 .5049978
logMfactor	-.7523546	.3061386	-2.46	0.016	-1.361362 - .1433475
_cons	1.995206	.3285309	6.07	0.000	1.341653 2.648759

Correlation of variables

	turnover	Hfactor	mfactor	jobsat
turnover	1.0000			
Hfactor	-0.4545	1.0000		
mfactor	-0.5165	0.7966	1.0000	
jobsat	-0.5148	0.9383	0.9565	1.0000