

**[10]**  
**Relationship between Job Satisfaction and Turnover Intention of Production Workers of Selected Organizations in Solid Tyre Manufacturing Industry in Sri Lanka**

*Nadeeshai, P.G.C.*

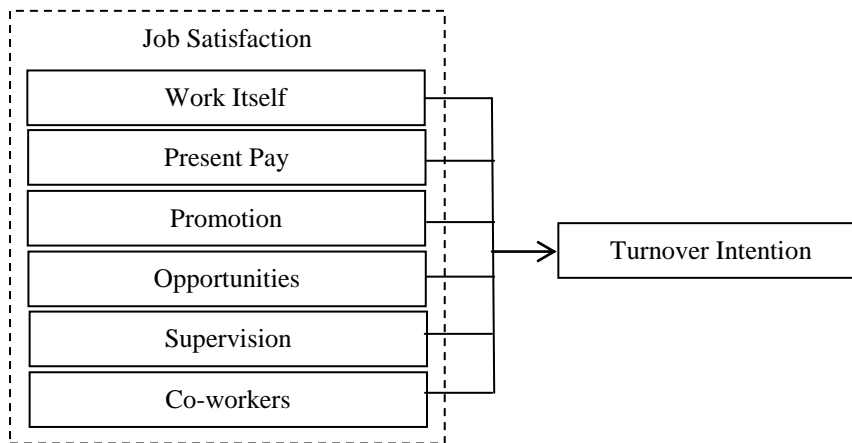
**Area of the Study**

This study was carried out to discuss the relationship between job satisfaction and turnover intention related to production workers in Solid tyre industry in Sri Lanka.

**Problem**

Engagement of workers in solid tyre industry is very low. As a result factory owners are compelled to increase workers' welfare facilities to satisfy their workforce and retain them. It is important to examine whether there is a relationship between job satisfaction and turnover intention in solid tyre industry.

**Conceptual Framework**



**Method**

The data collected from 226 production workers in two selected factories of solid tyre industry in Sri Lanka. The questionnaire included 48 questions with five point Likert scale. Job satisfaction and turnover intention was measured by the questionnaire consisting of the question statements. Data analysis included the univariate, bivariate and multivariate analyses.

**Measures**

Job Satisfaction: Questionnaire developed by Wei<sup>1</sup>

Turnover Intention: Questionnaire developed by Mobley<sup>2</sup> and Wei<sup>1</sup>

**Reliability**

Table 1: Reliability of the Instrument

	Instrument	Cronbach's Alpha
1	Job Satisfaction	0.966
2	Turnover Intention	0.988

**Data Analysis**

Table 2 - Statistics of the Distribution of Job Satisfaction

	Job Satisfaction	Turnover Intention
Valid	210	210
Mean	3.57	2.08
Median	3.76	0.049
Mode	4	3.76
std.Deviation	0.713	4
Variance	0.519	0.713
Skewness	-0.912	0.509
Std.Error of Skewness	0.168	-0.912
Kurtosis	1.708	0.168
Std.Error of Kurtosis	0.334	1.708
Minimum	1	0.334
Maximum	5	1

Table 10: Co relation between Work Itself and Turnover Intention

	JS+TI	WI+TI	P+TI	PO+TI	S+TI	CW+TI
Pearson Correlation	-0.384	-0.384	-0.304	-0.300	-0.297	-0.272
Sig,(1-tailed)	0.000	0.000	0.000	0.000	0.000	0.000

Table 15: Results of Regression Analysis

Variables	Job Satisfaction	Job Satisfaction Components				
		Work Itself	Pay	Promotion Opportunities	Supervision	Co-Workers
Methods	Linear	Linear	Linear	Linear	Linear	Linear
R Square	0.102	0.148	0.092	0.090	0.088	0.074
Adjusted R Square	0.098	0.144	0.088	0.086	0.084	0.070
F	23.662	36.048	21.198	20.608	20.130	16.667
Significance	0.000	0.000	0.000	0.000	0.000	0.000
B- Constant	-0.289	-0.424	-0.170	-0.215	-0.194	-0.357
b- Value	-0.319	-0.384	-0.304	-0.300	-0.297	-0.272

**Findings**

According to the research study it was found that there is a negative relationship between job satisfaction and turnover intention of production workers in solid tyre manufacturing industry in Sri Lankan context. Further analysis of dimensions of job satisfaction revealed that work itself, pay, promotion opportunities, supervision and co-workers are negatively related with the turnover intention of production workers in solid tyre manufacturing industry.

**Conclusion**

There is a negative relationship between job satisfaction and turnover intention of production workers in solid tyre manufacturing industry in Sri Lanka. That is job satisfaction influence on turnover intention is low and insignificant of these workers. Dimensions of job satisfaction such as work itself, pay, promotional prospectors, supervision and co-workers have a negative impact on their turnover intention. These dimensions of job satisfaction have poor negative relationship with turnover intention. Hence influence of each dimensions of job

satisfaction is comparatively low on the turnover intention. Therefore Job satisfaction impacts on turnover intention is not much significant in solid tyre manufacturing industry.

Note

1. Wei, T 2009, 'Job satisfaction and turnover in the Chinese retail industry', *Chines Management Studies*, Vol. 3, pp.356 – 378.
2. Mobley, W 1977, 'Intermediate linkages in the relationship between job satisfaction and employee turnover'. *Journal of Applied Psychology*, Vol. 62, pp. 237-240.



***Nadeeshai, P.G.C.***  
Department of Human Resource Management  
University of Sri Jayewardenepura

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