The Mediating Effective of Commitment on the Relationship between Job Satisfaction, Organizational Culture and Turnover Intention

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Abstract
This study examines the effect of job satisfaction and organizational culture on turnover. The study also examines the mediating role of affective commitment between job satisfaction and organizational culture with turnover intention. Data were collected from respondents working in the petroleum industry in Libya. The data were analyzed using AMOS. The findings indicated that the effect of organizational culture and job satisfaction on organizational commitment and turnover intention is significant. Affective commitment mediated the effect of job satisfaction and organizational culture on turnover intention.

1. Introduction

Organizational commitment is critical for employee's satisfaction and productivity [1]. Commitment can affect the level of employees' satisfaction as well as the organizational culture. Less committed employees are more likely to leave their jobs [2], [3]. Employees turnover are increasing among public sector employees and this is mainly related to their perception about the satisfaction and the organizational culture in the public sector [4]. Previous studies in general focused on the organizational commitment, job satisfaction, organizational culture and turnover in private sector while few studies have examined the issue in public sector [2], [5].

This study focuses on public sector and in particular, the petroleum industry in Libya. The petroleum sector is the most important sector in Libya. The National Oil Corporation (NOC) of Libya which is the focus of the study was established in 1970 and it dominates Libya's oil industry, along with a number of smaller subsidiaries, which combined account for approximately half of the country's oil output. NOC carries out exploration and production operations with other companies under petroleum investment agreements, and market the oil and gas locally and abroad [6]. NOC of Libya is a state-owned company and one of the biggest oil producers in Africa. The policy is to promote Libyan economy by developing, managing, and exploring of oil resources [7]. The choice of NOC of Libya to investigate the relationship between transformational leadership, job satisfaction and the impact of organizational culture in National Oil Corporation of Libya, because Libya is a member of Organization of Petroleum Exporting Countries (OPEC) which holds the largest proven oil reserves and the most important oil-producing countries in Africa and the world. The petroleum sector in Libya is very important because it is the backbone of Libyan economy [6].

The rest of this paper is structured as follows: Section 2 presents the literature review. Section 3 discusses the methodology and data collection. Section 4 analyzes the results, while Section 5 introduces conclusion and recommendation.

2. Literature review

This section discusses the variables of this study and presents the conceptual frameworks as well as the hypotheses of this study.

2.1 Job Satisfaction

Job satisfaction has become an important topic in social sciences. It has been discussed in the literature that answers to questions about how people feel about their job are not worthless but instead they reflect important information on the individual's behavior such as leave work [8], productivity and absenteeism [9]. Furthermore, job satisfaction also plays a vital role in predicting the well-being of an employee [10]. Any institution that wants to be successful to maintain the

employees must make sure that its employees are satisfied [11]. An organization with greater number of satisfied employees has the tendency to be more effective [12] and satisfied workers are found to be more productive as compared to the workers who are not satisfied.

Job satisfaction, its causes, reasons, its elements and features have been defined by many researchers across many perspectives. Some of the most widely used definitions of job satisfaction include who [13], [14] defined job satisfaction as one's reaction against employee profession or organization. Job satisfaction as the degree to which employees are attracted towards their work. [15] asserted that job satisfaction results from comparing desired outcomes with actual outcomes.

Job Characteristics Model [16] asserted that the jobs which are created by take in consideration the factors of intrinsic motivation led to increased job satisfaction. An intrinsically motivating job contains five job characteristic like task identity, task significance, skill variety, autonomy and feedback. According to this theory the task itself is a way to motivate employees and the jobs which include these five core job characteristics are found to be more motivating and satisfying as compared to the jobs that don't contain these characteristics .

Job satisfaction across two main dimensions i.e., intrinsic and extrinsic sources. Intrinsic sources depend on characteristics of the person himself such as his initiative taking nature, dealings and his relationship with his supervisors and his own performance [17]–[23]. Extrinsic sources include financial and materialistic rewards such as bonus, higher rank or position or job security. Accordingly, in order to be satisfied both the facets i.e., intrinsic and extrinsic are equally important. Most of employees who are satisfied of the organization, they seek to perform effectively. Few researchers have found in organizational culture, affective commitment and job satisfaction, Individuals feel proud of their jobs [24] From this the following hypothesis can be formulated:

2.2 Organizational culture

According to [25]–[27] researchers have been widely considered organizational culture to be one of the most important factors to influence an organization and its employees. Organizational culture can influence how people set personal and professional goals, perform tasks and administer resources to achieve their objective. Thus, the way in which people make decisions and perceive, feel and act are also one of the behaviors being affected by organizational culture [28]–[30]. Besides, organizational culture can also under considerable to influence the organization's particular area such as performance and commitment [31]–[33] .

Organizational culture acts as a system of social control and influence employees' attitudes and behavior through the values and beliefs operating in an organization. Thus, the employee's satisfaction, commitment and turnover intention had influenced by the organizational culture [34]. Generally, organizational culture consider to be shared values, beliefs and assumptions that exist among employees within a company that help to guide and coordinate behavior. Moreover, the core values of an organization will reflect the member behavior and organizational practices [35].

Organizational culture is defined as the way things are done in an organization, shapes employee behavioral expectations and norms. Besides, the organizational culture can be focusing on explaining its effect on organizational performance. The constructive culture consists of employees possess behavioral expectation and norms of achievement, innovation, competence, cooperation, supportiveness, responsiveness [36].

Organizational culture also defined as shared values, beliefs and assumption that exist among employees within a company that help guide and coordinate behavior . The values and beliefs that emerge from the ongoing negotiation and practices among group members become a source of reference for what is deemed acceptable or unacceptable in an organization in term of right and wrong behavior [37]–[39]. The values and beliefs that underlie organizational culture likely reflect what is most important to the founders or the organization leader as they responsible for the vision and purpose of the organization and reinforce the core value and beliefs through their own behavior [40]–[43].

Organizational culture has been identified as an important aspect of organizational behavior and as a concept that is useful to understand how organizational functions [44]–[49]. Organizational culture helps determine how well a fit person within a particular organization, because the fit person includes feeling sense of harmony with the culture. Moreover, organizational culture in several national cultures found that individual' values and organizational practices need to be integrated in the demographic variables, such as age, gender and level of education impacting on the degree of employee turnover intention [50].

According to organizational culture can be divided into five dimensions which are job challenge, communication, innovation, trust, social cohesion. Organizational culture defined as daily practices; they developed a model for organizational culture to reveal the relationship with turnover intention. This model is taken from the research by [51], [52].

A first dimension is Job challenge; it refers to diversity and complexity in the work. Secondly, communication refers to effectiveness of communication between leadership and employees, and between the employees themselves. Thirdly, innovation is the dimension which refers to a supportive environment for creativity, problem solving, new ideas, and sustained improvement. Next, trust is the dimension refers to the trust that exists between employees and their managers

and among the employees themselves, kind of trust, which enable free discussion, and an open-minded environment. Last but not least, social cohesion acts as one of the dimensions refers to the substance of the interrelationships among the organization's member, and to the extent this interrelationship is featured by a sense of cooperation [53]–[55].

It has become increasingly common to differentiate between strong and weak cultures. The argument here is that strong cultures could have a greater impact on employee behavior are more directly related to reduce turnover. Moreover, organizations core values that are intensely held and widely shared also its members accept the core values and they committed to those values; they are strong cultures. Consistent with this definition, a strong culture will have a great influence on the behavior of its members because the high degree of shared ness and intensity creates an internal climate of high behavioral control. One specific result of a strong culture should be lower employee turnover. A strong culture demonstrated high agreement among members about what the organization stands for, such as consensus of purpose builds transformational leadership, job satisfaction, organizational commitment and turnover intention. These qualities, in turn, could mitigate employee's propensity to leave the organization.

2.3 The mediating role of organizational commitment (affective commitment)

The topic of organizational commitment has become immensely popular in the past two decades through interest of researchers and practitioners in the field of management [1], [56]. Organizational commitment has been researched in various contexts; including (a) Perceived Organizational Support [57], (b) Performance Among Guest Workers [58], (c) Job Outcomes [59], (d) Trust, Innovative Behavior (e) Organizational Culture and Leadership Style and (f) Job Satisfaction [60]. Some of these studies pointed out that organizational commitment have a positive relationship with these variables. Organizational commitment can be a key mediating construct linking human resource management practices with performance constructs. Many scholars have defined the concept of affective commitment in different ways. [61] defined affective commitment as a belief and acceptance of organizational goals and values, the willingness to exert effort toward organizational goals, accomplishments, and a strong desire to maintain organizational membership. Basically, it is individual's affective binding with employee's organization as a consequence of accepting organizational values, and the willingness to keep working within the organization. Moreover, most of recent researches on organization theory stressed on the employee identification of the organization, emphases that the affective commitment of employees was a strongest concept of employee attitudes towards the organization [58].

Few studies examined the influence of mediating of affective commitment, job satisfaction and organizational culture on organizational citizenship behavior [62]. Studies on perceived fairness or organizational justice have shown that these perceptions strongly affect the attitude of employees, for examples: job satisfaction, turnover intentions, affective commitment, and workplace behavior, such as absenteeism and organizational citizenship behavior. Affective commitment refers to the feelings of belonging and the sense of attachment to an organization. It has been related to the personal characteristics, leadership behaviors, and the organizational structures. All of the definitions concerning affective organizational commitment emphasize the employee's attachment with the organization, captured by the characteristics such as acceptance of organizational goals, values, and a strong desire to associate with the organization [58].

As the affective commitment is more important than the other commitment types, affective commitment and its relations with the job satisfaction, organizational culture and turnover intention are discussed in this study. (Welty Peachey et al., 2014) Stated that the influence of organizational culture, organizational commitment, job embeddedness, and job search behaviors on voluntary turnover intentions among senior administrators in intercollegiate athletics departments in the U.S. In addition, the level of commitment and capability to encourage knowledge sharing will make knowledge management successful by managing knowledge organizations can ensure that knowledge-workers stay with the organization [1], [56]. Therefore, commitment can be linked to knowledge sharing attitudes and behaviors. It seems to be logical to expect that affective commitment will affect intention to quit.

2.4 Turnover intention

Turnover intention is defined as the degree to which the respondent intends to leave his or her position in an organization in the near future [57]. Turnover intention is serious issues especially in the field of Human Resource Management. This is focusing on market clearing level on the costs associated with high labor turnover. Turnover costs consist of cost of recruiting and selecting new employees and as well as the cost of loss of sales due to the low experience new worker. If an employee intends to leave and contributed to turnover rate, the losses of a company bear is much greater than paying a high wage to the employee. [53]–[55] suggested that the employees' turnover will have substantial cost or risk of losing social capital. The research further examines the dimension on the employees' turnover intention, which is a controllable and uncontrollable force. There are five variable that been identify, which is the satisfaction with pay, satisfaction with working conditions, satisfaction with supervision, organizational commitment, and Job stress.

According to Jeffrey (2007), if the distrust of management is pervasive and dissatisfaction among employees would lead to decreasing job tenure, increasing turnover and intention to quit. Therefore, employer shouldn't lose sight of this factor. Staff turnover is costly and can negatively affect staff morale, team performance, productivity, and, potentially, organizational effectiveness; [36]. As [21] noted, decreased turnover may lead to increased organizational performance and a reduction in costs associated with job specific knowledge, hiring, and the retraining of replacement employees.

Further, this retraining of new employees requires additional time for the managers to support them and typically diminishes productivity for a period of time for the manager as they support the new employee.

The financial expense of turnover to the organization is another reason nonprofit manager care about these measures. Previous research has found that organizational culture is negatively associated with turnover intention [13]. Turnover intention can be classified into unpreventable turnover, desirable turnover and undesirable turnover. The unpreventable turnover is due to the illness, family issue or retirement. Moreover, the desirable turnover is due to the employee's incompetence. Last but not least, for undesirable turnover would include competent and qualified employees leaving due to such organizational issues as lack of supervision, poor support and role conflict. These issues need to be addressed because they are directly affected client service quality and organizational effectiveness [31].

The review of related literature has presented various antecedents for intention to quit, namely biographical and demographic variables; work-related factors; conditions of employment; extent to which work expectations are perceived to be met; conflicting standards; availability of alternatives; psychological climate; organizational citizenship behavior; job attitude; job satisfaction; perception of control; job stress; absenteeism; boundary spanning; perceived organizational support; job satisfaction; perceived supervisor support; communication and consultation; challenging work; leadership; development opportunities; remuneration and reward; person-organization fit; and more [22-25]. There is also evidence in the literature of the impact of leadership behaviors on intention to quit [5].

Among these previous were a prominent few that stood out in the literature review conducted for the purpose of this study, in that they were also shared as either cause or effect among the antecedents of one or more of the other two constructs in this study. For this reason, only these most prominent antecedents will be explored in more detail within this literature study for the significance they may have in the relationship explored between the constructs of organizational culture, job satisfaction, organizational commitment as mediator and intention to quit.

2.5 Conceptual framework:

The conceptual framework of this study is presented in Figure 1. Job satisfaction and organizational culture are proposed to affect the affective commitment and turnover intention.
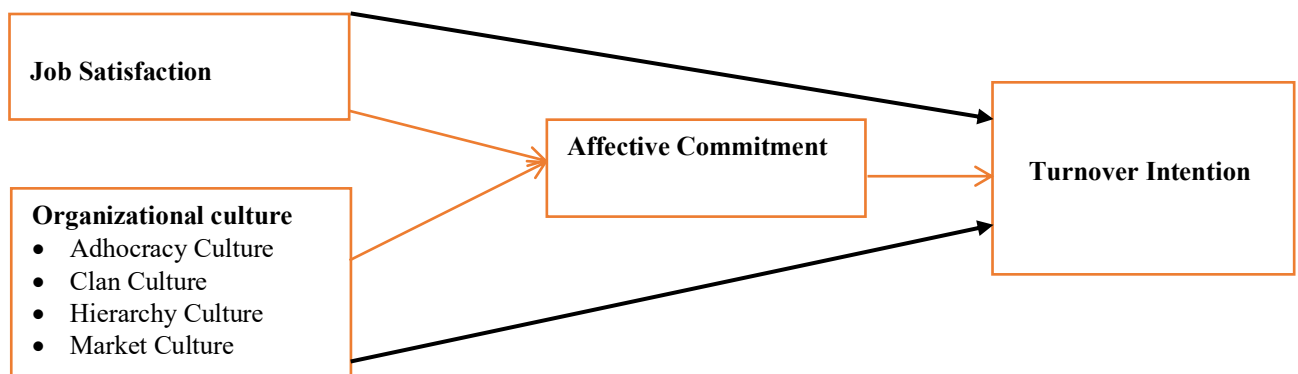

Figure 1: Conceptual Framework

2.6 Research Hypotheses

Based on the framework in Figure 1 and the discussion in the above sections, the hypotheses of this study are as follows:

H1: There is a significant impact of Adhocracy Culture on Turnover Intention.

H2: There is a significant impact of Clan Culture on Turnover Intention.

H3: There is a significant impact of Hierarchy Culture on Turnover Intention.

H4: There is a significant impact of Market Culture on Turnover Intention.

H5: There is a significant impact of Job Satisfaction on Turnover Intention.

H6: There is a significant impact of Affective Commitment on Turnover Intention.

H7: There is a significant impact of Adhocracy Culture on Affective Commitment.

H8: There is a significant impact of Clan Culture on Affective Commitment.

H9: There is a significant impact of Hierarchy Culture on Affective Commitment.

H10: There is a significant impact of Market Culture on Affective Commitment.

H11: There is a significant impact of Job Satisfaction on Affective Commitment.

3.   Methodology

As this is a quantitative design a questionnaire was distributed among 200 employees of The National Oil Corporation (NOC) of Libya to collect the relevant data. The sample size for the present research is 274 employees of The National Oil Corporation (NOC) of Libya. The respondents are randomly selected. The data was analysed using AMOS software. The items were measured on 5-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree for assessing the mediating effective commitment on the relationship between job satisfaction, organizational culture, and turnover intention.

4.   Analysis and results

In Model, the effect of Adhocracy Culture, Hierarchy Culture, Clan Culture, Market Culture, Job Satisfaction, on Turnover Intention was checked directly and through Affective Commitment. The results of the measurement model show that the model is overall fit (Table 1 and 2). Further, results of hypotheses testing, and direct, indirect, and total effects emerge in Table 3.

Table 1: factor loading, CR and AVE

Construct	Item	Factor Loading	CR	AVE	Cronbach alpha
Adhocracy culture	AC1	0.80			
	AC2	0.79	0.83	0.50	0.80
	AC3	0.73			
Hierarchy Culture	HC1	0.74			
	HC2	0.76			
	HC3	0.79	0.89	0.61	0.81
	HC4	0.78			
	HC5	0.82			
Clan culture	CC1	0.72			
	CC2	0.70	0.81	0.51	0.78
	CC4	0.68			
	CC5	0.76			
Market culture	MC1	0.75			
	MC2	0.78	0.85	0.52	0.83
	MC3	0.70			
	MC5	0.68			
Job satisfaction	JS1	0.73			
	JS2	0.74			
	JS4	0.71	0.82	0.65	0.79
	JS5	0.79			
	JS7	0.80			
	AFC1	0.68	0.87	0.48	0.76

Construct	Item	Factor Loading	CR	AVE	Cronbach alpha
Affective commitment	AFC3	0.63			
	AFC4	0.65			
	AFC5	0.74			
	AFC8	0.65			
Turnover Intention	TI1	0.68			
	TI3	0.69	0.84	0.53	0.78
	TI4	0.65			
	TI5	0.70			

Table 2 : Goodness of Fit

χ2	Df	P	GFI	CFI	RMSEA	χ2/df
1639.54	596	.000	.901	.90	.048	2.751

When looking at the impact of the independent variables on Turnover Intention we find that all independent variables Adhocracy Culture, Hierarchy Culture, Clan Culture, Market Culture and Job Satisfaction have significant direct impact on the Turnover Intention. The coefficient for Job satisfaction is the highest (.308, $p < 0.01$) followed by the impact of Adhocracy Culture with the coefficient (.239, $P < 0.01$), the coefficients for Hierarchy Culture, Clan Culture, and Market Culture are (.185, $p < 0.01$), (.161, $p < 0.01$), (.167, $p < 0.05$) . While looking at the impact of the independent variables' impact via mediating variable Affective commitment on Turnover Intention we find all indirect impacts significant with the values (0.059, $p < 0.01$), (0.081, $p < 0.01$), (0.057, $p < 0.01$), (0.079, $p < 0.05$) and (0.077, $p < 0.01$) for the variables Adhocracy Culture, Hierarchy Culture, Clan Culture, Market Culture and Job Satisfaction respectively.

Table 3: Standardized Direct, Indirect & Total Effects

	HC			Result
	Direct	Indirect	Total	
TI ← AC	.239**	.059**	.298**	Supported
TI ← HC	.185**	.081**	.266**	Supported
TI ← CC	.161**	.057**	.218**	Supported
TI ← MC	.167*	.079*	.247*	Supported
TI ← JS	.308**	.077**	.387*	Supported
TI ← AffC	.125**	-	-	Supported
AffC ← AC	.262**	-	-	Supported
AffC ← HC	.186**	-	-	Supported
AffC ← CC	.255**	-	-	Supported
AffC ← MC	.112*	-	-	Supported
AffC ← JS	.236**	-	-	Supported

* and ** show the level of significance at 5% and 1% level

5. Conclusion

The model of this study characterized the impact of Adhocracy culture, clan culture, hierarchy culture, and market culture and job satisfaction on turnover intention directly and through the mediation of affective commitment. The research model was analyzed using the standard SEM approach through AMOS software. The model results showed the significant direct impact of Adhocracy culture, clan culture, hierarchy culture, market culture and job satisfaction on turnover intention. Furthermore, the results depicted that the affective commitment has significant mediating role in the relationship of all independent variables with the turnover intention.

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