

The Impact of Job Satisfaction and Organizational Commitment on Employee Turnover Intentions in the Malaysian Manufacturing Industry

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Abstract: One of the primary resources of an organization that can provide a worthy contribution to the achievement of the organization's strategies is human resources. A significant problem in most manufacturing organizations is the desire to leave. Given this, the objective of this study will be to assess and measure the impact of job satisfaction and organizational commitment on employee turnover intention in the manufacturing sector. Of 200 questionnaires, 179 were filled out by a manufacturing organization (response rate = 89.5%). Demographic profiles were described using frequency count and percentages of the respondents. Descriptive and inferential statistics were adopted for the analysis of specific data gathered. Regarding inferential statistics, the measure used in the study was the Pearson Correlation Coefficient, which was used to determine the strength of the relationship between dependent and independent variables. According to the results of the analysis, it can be concluded that the independent variable job satisfaction is related to the sub-variable satisfaction with compensation and satisfaction with career development opportunities, which has a low negative correlation with employees' turnover intention. However, no significant relation was found between organizational commitment and the turnover intention of employees within the organization. This research offers valuable information to organizations within the manufacturing industry regarding the factors influencing turnover intention, including job satisfaction and organizational commitment.

Keywords: *Job Satisfaction, Compensation, Career Development Opportunity, Organisational Commitment, Employee Turnover Intention.*

1. Introduction

Human resources in an organization are probably the most critical assets, as they can provide a strategic contribution to its achievement. For example, the development of human resources is translated and practiced in any company through human resource allocation to the development functions of the organization (Marthalia, 2022). This effectively provides employees with greater job satisfaction and increases their commitment to their jobs to reduce turnover intentions. In the contemporary workplace, issues of employee turnover have become quite extensive. These issues will probably affect the human resource functions of recruitment and selection, training, and maintenance of the employee base.

Moreover, if the employee turnover is high, it can increase the level of work of employees remaining within the organization. It will cause an increase over time, further decreasing their productivity level as they would not have good morale. It is important to remember that a happy employee is a productive employee. Moreover, apart from the fact that it will harm the employees, a high employee turnover rate in an organization can also affect its overall performance. Hence, organizations must achieve high productivity and employee performance to enjoy their support and contribution.

There have always been extensive studies and research about turnover issues. Several researchers have studied organizational commitment, and it has been found that various factors, including employee empowerment and teamwork, can potentially influence organizational commitment. Meanwhile, satisfactory salary, a pleasant environment in the workplace, cooperative colleagues, career advising, and training and development opportunities have been reported as some factors that can promote employee satisfaction (Dailey & Kirk 1992). Similarly, The Mobley model (1977) has theorized the potential causal relationship between job dissatisfaction and employees' decision to quit. Discontented employees would eventually exit the organization, and at the same time, the organization would lose the knowledge that those employees carried in. An employee has different reasons for quitting a job, including the existing work environment not matching up to criteria or

expectation aspirations or simply subjective interpretation based on an employee's perspective to find a better opportunity and fulfillment. Nevertheless, replacing employees who have left the organization with new employees without knowing the reasons behind the factors causing employee turnover will still be detrimental to the organization's daily activities, leading to a vicious cycle from employee recruitment to employee turnover.

Therefore, to understand the factors impacting the retention of employees in an organization, this paper studies the impact of job satisfaction (satisfactory compensation and career growth opportunities) and organizational commitment.

2. Literature Review

Job Satisfaction: According to Akhtar et al. (2010), job satisfaction refers to individuals' emotions and perceptions regarding their work. Positive and supportive attitudes towards the job reflect job satisfaction, while unfavorable attitudes signify job dissatisfaction. Although several external factors influence job satisfaction, this concept is still internal because, ultimately, it is how an employee feels. In other words, job satisfaction is a set of factors creating a sense of satisfaction. Ghuman (2011) considers job satisfaction to be one of the most critical factors in the effectiveness and efficiency of organizations. The apparent reasoning for this is that when analyzing job satisfaction, a contented employee equals a happy employee, and a happy employee means successful employment, which is the goal of human resource management within all organizations. The Expectancy Theory claims that a person evaluates their satisfaction with the job based on the fulfillment of their goals, achievement, and attaining well-being. The more expectations can be met, the higher the satisfaction an employee will derive from their production outputs (Perry et al., 2006). This theory is grounded in the belief that people make decisions about their work behavior based on three key factors: expectancy, instrumentality, and valence. The expectancy factor believes that if employees feel their hard work will be recognized and rewarded, their motivation to perform will increase. The instrumentality factor believes that if employees perceive that performance will lead to meaningful rewards, their job satisfaction increases. Lastly, the valence factor suggests that rewards that align with personal goals or needs will have a higher valence and thus increase job satisfaction. Thus, job satisfaction becomes more so predominant if employers keep in mind the various adverse effects of job dissatisfaction, such as disloyalty, absenteeism, and an increased number of industrial accidents.

Compensation: According to Bhattacharyya (2023), compensation, also known as pay, represents the exchange between the employee and the organization, each giving something in return for something else. The most common form of compensation for labor is wages, which represent payment accrued over some time (week, month, year).

Unsatisfactory compensation, higher compensation or wages from other organizations, and unstable work status can induce an employee to turnover intentions from the current organization. Compensation is either satisfactory or unsatisfactory due to the incompatibility between what one individual receives and what another receives. Compensation satisfaction helps reduce absences and employee turnover rates. According to Weldeyohannes (2016), salary is another factor that adversely affects turnover intention. Per the above descriptions, we can conclude that a reasonably decent salary would enable an employee to remain loyal to the company or organization. Previous research by Nadiri and Tanova (2010) has suggested that employees are affected by the rationality of pay and rewards, and subsequently, the employee's turnover intentions follow. Moreover, past studies have indicated that higher remuneration encourages employees to remain in the organization longer (Murtiningsih, 2020).

Therefore, the first hypothesis of this study is to see whether or not compensation received by the employee has significance on their turnover intention in the organization.

H1: There is a negative relationship between job satisfaction with compensation and employee turnover intention.

Career Development Opportunities: A career comprises work-related experiences and possibly other life experiences represented by the individual's whole life. With the increasing changes seen in the workplace during the last several decades due to globalization, which has transformed the nature of work in many

organizations, the career pathway has become increasingly dynamic and variable (Thaller et al., 2023). Individuals make career decisions in increasingly uncertain organizational, societal, and global environments (Hedge & Rineer, 2017). As a result, various organizations have addressed this issue by introducing career development programs in their workplace. This concept relates to an organization's actions to improve the progress of talent (Baruch & Peiperl, 2000), achieve growth and salary increases, and support employees' movement into higher managerial positions (Vinkenburg & Weber, 2012). Organizations that have such programs say they retain more employees.

Today, internal factors in the workplace, such as the desire for fulfillment and personal satisfaction, are not only sought but also demanded from employees (Sirgy et al., 2001). To survive in this competitive environment, all organizations need to develop a workplace that enhances employees' organizational loyalty and provides job satisfaction, reducing employee turnover rate and complaints (Werther & Davis, 1985).

Career development is a process in which an individual progresses toward a better career by increasing one's employability to meet future job requirements or improve current performance per desired objectives. An adequate experience at work will encourage someone to be satisfied with the job, affecting employee performance (Dziuba et al., 2020). Hence, providing employees with room to grow and advance their careers will ensure they perform at their best within the organization. Career development refers to employment efforts to give an employee a plan of where he can go in the company and allow the organization and its employees to grow together (Jumawan & Mora, 2018). In addition, career development is a way for companies to increase the productivity of their employees and prepare them for future job positions.

Based upon most of the former research, this work suggested the reverse association between career development and turnover purpose. This indicates that if employees perceive enhanced career development through training within the organization, they are less likely to exit the organization.

H2: There is a negative relationship between career development opportunities and employee turnover intentions

Organizational Commitment: According to DeCenzo et al. (2016), organizational commitment is the degree to which employees identify with a particular organization and its goals and want to maintain membership. Historically, past research has reported that organizational commitment is regarded as one of organizations' turnover and turnover intentions factors (Ramalho et al., 2018). Employees with a solid bond to the organization will have high participation and output. They should exhibit relatively low rates of absenteeism, tardiness, voluntary turnover, and heightened levels of operational efficiency. An organization with committed employees will enjoy lower turnover, more dedication, and effort put forth on behalf of the organization, as well as efforts toward achieving organizational goals (Mowday et al. 1979). A three-dimensional model by Meyer & Allen (1997) includes affective, normative, and continuance commitment. Affective commitment refers to the emotional bond with the organization, that is, positive organizational identification and a belief and acceptance of organizational goals and values to provide optimal effort to spread on behalf of the organization. The second type is normative commitment, meaning employees feel they must stay with the organization. Third, continuance commitment: willingness to remain in the organization in fear of losing desired incentives. All three types of commitment impact an employee's intention to turnover.

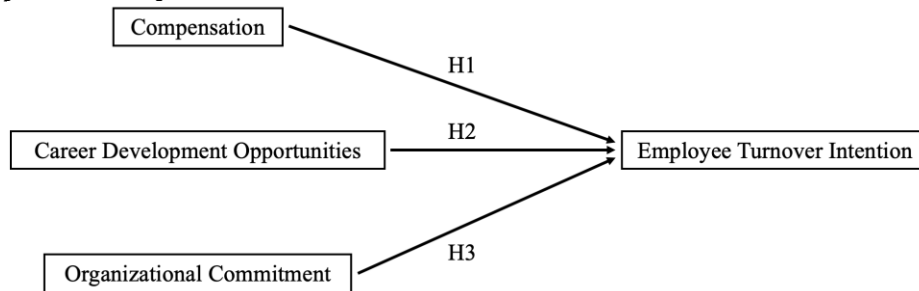
Notably, organizations have examined a growing employee turnover rate due to the extensive competition among companies and the heightened need for employees with a particular skill set or experience (Al-Suraihi et al, 2021). Therefore, various researchers have conducted studies to comprehend the association of these two variables and declared that organizational commitment plays a significant role in employee turnover intentions (Maertz & Boyar, 2012). For instance, Thrassou et al. (2020) found a negative association between the turnover intentions of employees and organizational commitment.

Drawing from the previous literature, this study derives its third hypothesis from investigating whether organizational commitment will impact employee turnover intention.

H3: There is a negative relationship between organizational commitment and employee turnover intentions

Conceptual Framework of the Study

Figure 1: Proposed Conceptual Framework



The conceptual framework suggests that job satisfaction (through compensation and career development opportunities) and organizational commitment influence employee turnover intention. The framework proposes that job satisfaction and organizational commitment work as key factors contributing to or mitigating employees' intention to leave the organization. It suggests that higher satisfaction with compensation (H1) is expected to reduce turnover intention, and higher satisfaction with career development opportunities (H2) is also expected to reduce turnover intention. The framework also hypothesizes that organizational commitment is expected to influence turnover intentions. The arrows in the diagram visually depict the hypothesized causal relationships between these variables.

3. Methodology

To conduct the research, a survey questionnaire was created according to the purpose of the study and used as a tool to collect accurate and unbiased responses. The questionnaire had a total of 5 sections; the first section deals with demographic information and is followed by four other sections on job satisfaction, organizational commitment, and employee turnover intention factors. Close-ended questions were employed in the first section, which was on participants' demographic information to obtain more objective and replicable results for further evaluation. Management and non-management employees were asked to fill out the questionnaire at any point during their work hours. Two hundred questionnaires were distributed, and feedback was received from 180 employees in the organization. The sections related to the study's variables consisted of questions measured using a five-point Likert scale, where 1 means Strongly Disagree and 5 signifies Strongly Agree. A five-point Likert scale gives clear-cut and precise answers, which helps a lot in situations like online surveys where individuals cannot write down their thoughts but merely select the answer they want.

Procedure: Demographics such as participant's age, gender, educational level, monthly income, and service tenure working the organization were analyzed using descriptive statistics. They were reported as frequencies and percentages to facilitate the interpretation of results. Inferential analysis, in contrast, was employed to assess the association between independent and dependent variables. The study's independent variables are job satisfaction, which includes compensation and career development opportunities and organizational commitment, while the dependent variable is employee performance turnover intention. This set of hypotheses was analyzed using Pearson's Correlation Coefficient, where the positive and negative signs of the correlation indicate the strength and direction of the relation between two variables. This data was analyzed using the IBM SPSS Software with descriptive and inferential statistics. In designing the survey question, this research used some of the previous researchers' survey questions by combining and slightly adjusting them to suit current research.

Ethical Considerations: A consent form was distributed to participants to consider their willingness to participate in the study, and the aim of data processing was specified within the body of research articles and consent forms. Participant names and information were not collected to protect anonymity and privacy during this questionnaire, and participants had the right to Brexit (remove themselves from the questionnaire). Before filling in the questionnaire, all participants had signed a consent form.

4. Results

Demographic Information of Participants: Table 1 shows the descriptive statistics of the participants' demographic information based on the first section of the survey. Among the 180 participants, 102 (56.7%) were male, and 78 (43.3%) were female. This indicates that the majority of the respondents were male. The participants were mainly between the age category of 21 to 30 years old, with 68 participants (37.8%) being within that range. Only 11 participants (6.1%) were above 50 years old. Approximately half of the total participants possessed a secondary certificate, which was 93 participants (51.7%). On the other hand, only 3 participants (1.7%) hold a Doctoral degree. Table 2 also illustrates the service tenure of employees, with 67 participants (37.2%) having served the organization for more than 5 years. Those who have served the organization for less than 1 year show the second-highest frequency, which consists of 59 participants (32.8%). This shows a drastic difference in the service tenure of employees within the organization. Finally, the income level of employees shown in Table 1 indicates that 83 participants (46.1%) have a monthly income of less than RM 1,000.

Table 1: Demographic Data of Participants

| Demographic Information | Frequency (f) | Percentage (%) |
|---------------------------|---------------|----------------|
| Gender | | |
| Male | 102 | 56.7 |
| Female | 78 | 43.3 |
| Age | | |
| 20 years old and below | 29 | 16.1 |
| 21 to 30 years old | 68 | 37.8 |
| 31 to 40 years old | 53 | 29.4 |
| 41 to 50 years old | 19 | 10.6 |
| 50 years old and above | 11 | 6.1 |
| Educational Level | | |
| Secondary | 93 | 51.7 |
| Diploma | 38 | 21.1 |
| Bachelor Degree | 23 | 12.8 |
| Master's Degree | 10 | 5.5 |
| Doctoral Degree | 3 | 1.7 |
| Others | 13 | 7.2 |
| Service Tenure | | |
| Less than 1 year | 59 | 32.8 |
| 1 to 3 years | 29 | 16.1 |
| 3 to 5 years | 25 | 13.9 |
| 5 years and above | 67 | 37.2 |
| Income Level (MYR) | | |
| Less than 1,000 | 83 | 46.1 |
| 1,000 to 2,000 | 69 | 38.3 |
| 2,001 to 3,000 | 15 | 8.3 |
| More than 3,000 | 13 | 7.2 |

Reliability Analysis: In this study, the reliability of the survey items was evaluated using Cronbach's alpha coefficient, a measure of internal consistency that indicates how closely related a set of items is as a group. A higher Cronbach's alpha value (closer to 1.0) indicates higher reliability, with values above 0.7 generally considered acceptable for most social science research.

The reliability of the constructs (i.e., job satisfaction, compensation, career development opportunities, and organizational commitment) was assessed using the Pearson correlation coefficient as outlined in Table 3. Additionally, the survey items related to each construct were tested for internal consistency by calculating Cronbach's alpha for each variable

The correlation coefficient and strength of the relationship are based on Table 2 below.

Table 2: Correlation Coefficient and Strength of Relationship

| Correlation Coefficient | Strength Relationship |
|---|-----------------------|
| $0.90 < r < 1$ ($-0.90 < r < 1$) | Very Strong |
| $0.70 < r < 0.90$ ($-0.70 < r < -0.90$) | Strong |
| $0.5 < r < 0.7$ or ($-0.5 < r < -0.7$) | Medium |
| $0.3 < r < 0.5$ ($-0.3 < r < -0.5$) | Weak |
| $0 < r < 0.3$ ($0 < r < -0.3$) | Very Weak |

Table 3: Correlation Coefficient between Independent Variables and Dependent Variable

| Variable | Mean | Standard Deviation | Pearson, r | Level of Significance, p |
|----------------------------------|--------|--------------------|------------|--------------------------|
| Job Satisfaction | | | | |
| Satisfactory Compensation | 3.1235 | 0.6483 | -0.342* | 0.029 |
| Career Development Opportunities | 3.4252 | 0.6912 | -0.381* | 0.018 |
| Organizational Commitment | 3.7642 | 0.6105 | 0.0017 | 0.839 |

*Correlation is significant at the 0,05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

Job satisfaction was measured in two dimensions: satisfactory compensation and career development opportunities. The relationship between these factors and turnover intentions was evaluated using Pearson's r correlation. The correlation values for compensation and career development opportunities were significant at the 0.05 level ($p = 0.029$ and $p = 0.018$, respectively), indicating a weak but statistically significant relationship.

Organizational commitment did not significantly correlate with turnover intention ($r = 0.0047$, $p = 0.839$). This indicates that organizational commitment, as measured in this study, has little to no impact on employees' turnover intentions in this sample. The lack of significant correlation may suggest issues with the internal consistency or reliability of the organizational commitment construct in this specific context, potentially warranting further review of the items used to measure it.

Hypothesis Testing: Table 3 shows the results of the Pearson Correlation analysis used to analyze the relationship between the independent variables of job satisfaction (satisfactory compensation and career development opportunities) and organizational commitment with the dependent variable of employees' turnover intention.

Hypothesis 1

H1: There is a negative relationship between satisfaction with compensation and employee turnover intentions

Based on the results shown in Table 3, there is a negative relationship between the compensation employees received and the employees' turnover intention with $r = -0.342^*$ and $p = 0.029$. This negative relationship

indicates that when an employee gets higher compensation, the turnover intention of employees is lower. Additionally, the strength of the relationship is relatively low, where the r value is 0.342, falling into the range of a weak relationship category ($-0.3 < r < -0.5$). Hence, it can be concluded that Hypothesis 1 (H1), which states a negative relationship between satisfaction with compensation and employee turnover intentions, is verified and accepted. The results have shown that the amount of compensation is crucial in affecting the employees' turnover intention.

Weldeyohannes (2016) supported these findings by explaining that compensation's effect on teachers' turnover intention in Tigray was due to salary satisfaction. This confirms the argument that rewards, specifically the salary an employee earns from providing services to the employer, affect an employee's turnover intention. Similarly, the research on factors affecting turnover intention in the marketing division, which has been conducted and published by Maska & Riyanto (2020) found that financial compensation will affect employee turnover intentions and trigger employees to find new jobs.

Hypothesis 2

H2: There is a negative relationship between career development opportunities and employee turnover intentions

Referring back to Table 3, the Pearson correlation analysis on career development opportunities and employees' turnover intention indicates a negative relationship between both independent and dependent variables ($r = -0.381$, $p = 0.0018$). This highlights that when employees perceive a higher chance of career development opportunities, the turnover intention will decrease accordingly. The r value observed for this relationship is 0.381, which falls under the weak relationship category ($-0.3 < r < -0.5$). This means that the chances for career development opportunities have a weak negative relationship with employees' turnover intentions. This leads to the acceptance of Hypothesis 2 (H2), which states that there is a negative relationship between career development opportunities and employee turnover intentions. The expectation of opportunities for career growth is one of the factors that determine employees' turnover intention.

This argument is also supported by Purba & Ruslan's (2020) research, which concluded that career development variables have a negative and significant effect on turnover intention, meaning that the better the career development given by the company, the lower the turnover intentions. The other research from Puspita & Susanty (2017) showed that career development and work motivation together contribute 34.3% influence to turnover intention, while the remaining 65.7% are all attributed to other factors not examined in this study. This implies that providing career development opportunities can improve organizational support and subsequently reduce the likelihood of turnover intention.

Hypothesis 3

H3: There is a negative relationship between organizational commitment and employee turnover intentions.

As shown in Table 3, the results of the Pearson Correlation analysis for the relationship between organizational commitment and employee turnover intention, no significant relationship is identified ($r = 0.0047$, $p = 0.839$). The r value of 0.0047 shows a fragile positive relationship, which indicates that organizational commitment and turnover intention are independent, and one variable will not influence the other. This means that Hypothesis 3 (H3), which states that there is a negative relationship between organizational commitment and employee turnover intentions, is rejected, contradicting findings from past research.

Unlike the study, multiple past researchers have found a significant relationship between organizational commitment and turnover intention. Satardien et al. (2019) surveyed 240 employees from an aviation organization in Istanbul, reporting a significant correlation between organizational commitment and turnover intentions. This highlights that organizational commitment is an important predictor of turnover intention. On the other hand, research conducted by Faloye (2014) supports the hypothesis of this study, suggesting that there is a statistically insignificant relationship between organizational commitment and turnover intention. This suggests that organizational commitment is not a predictor of employees' intentions to quit.

Discussion

The findings of this study align with previous research (Tsai & Wu, 2010), indicating that higher job satisfaction correlates with lower turnover intentions, reinforcing the idea that compensations or career development opportunities are factors taken into consideration in employee turnover. However, the weak correlation suggests that compensation and career development opportunities are neither the sole nor most powerful factors. Other elements that were not evaluated within this research paper, such as workplace environment, work-life balance, and leadership styles, may still influence an employee's decision to remain with or leave an organization.

Not only that, the results suggest that providing employees with career advancements can act as a strategy for employee retention. Previous studies corroborate this result (Nwokeocha, 2024; Smith et al., 2011), highlighting that organizations that invest in employee development tend to experience lower turnover rates. In contrast to the above-mentioned studies, the results do not show implicit bias but rather a contributing factor. By fostering an environment where employees can feel growth in their careers, organizations can cultivate employee loyalty and commitment and reduce turnover rates.

Contrary to the hypothesis and expectations, the results indicate that organizational commitment does not directly affect turnover intentions and may not be a reliable control variable over turnover intentions in this context. While some studies (Wasti, 2003; Ausar et al., 2016) have shown that high levels of organizational commitment can potentially reduce turnover intentions, the current findings indicate the opposite, encouraging further studies on other factors that may be more influential and relatable. This discrepancy highlights the need for additional discovery into the dynamics of organizational commitment and its actual impact on turnover intentions.

Limitations

This study focused on only one single organization located in the area of Kuala Lumpur, Malaysia, causing the sample to only focus on one organization with a selected background. Hence, due to the limitation of the small sample size and spread, it might limit the ability to generalize this research to represent the entire population of the manufacturing industry. However, the results obtained from this study are suitable and can measure the effect of job satisfaction and organizational commitment on employee turnover intentions for organizations with similar backgrounds or industries.

As this study was mainly focused on one single industry within the manufacturing industry, future research can potentially study similar research frameworks with the inclusion of different sectors and population groups, such as hospitality, retail, banking, and governmental industries. This might increase the difficulty of the research, but involving more than one industry within the study can potentially improve the results and findings in comparison to researching a single sector, as it would allow researchers to identify industries with a higher turnover intention among employees. It is also advisable for future researchers to conduct interviews or open-ended questionnaires to gain a more in-depth understanding of the factors that contribute to employee turnover intentions.

Implications for Behavioral Science

The practical implications of this research are substantial for organizational leaders and human resource managers. By recognizing that compensation and career development significantly affect employee retention, organizations can develop targeted strategies to enhance these areas.

Human resource managers in the manufacturing sector in Malaysia are advised to regularly review and adjust the compensation packages offered to employees to ensure that they remain competitive within the industry (Kang & Lee, 2021). This includes both direct and indirect compensations. Direct compensations include employee salary, bonuses, commission, and financial rewards. In contrast, indirect compensation includes stock options, employee benefits, and non-monetary compensations such as childcare, company phones or laptops, and meals. A combination of multiple types of compensation can improve employees' motivation to work and reduce the chances of turnover.

Additionally, with the increasing attention being put on self-development and professional growth, organizations need to implement effective career development initiatives within the company to maintain engagement with employees, increase job satisfaction, and reduce turnover rates (Memon et al., 2020). Providing employees with career development opportunities through training and workshops not only allows employees to gain a sense of intrinsic satisfaction from their jobs but simultaneously allows the organization to improve the quality of work produced by each employee, hence improving the productivity and efficiency of the organization.

Although the study did not find a significant relationship between organizational commitment and turnover intentions, it is essential to note that fostering a supportive culture to ensure that employees feel secure may enhance overall employee satisfaction. Hence, human resource managers and organizational leaders should regularly conduct employee feedback surveys to understand employees' thoughts and areas of improvement.

Theoretical Advancements

This study contributes to the previous literature by emphasizing the significance of compensation and career development as strong supporting forces influencing employee turnover intentions. It extends prior research by providing relevant evidence that supports the negative relationships posited in Hypotheses 1 and 2 while challenging the established narrative around organizational commitment's role in turnover intentions.

The findings suggest potential refinements to existing theories on employee retention by integrating insights about demographic factors and their influence on perceptions of compensation and career development opportunities. Moreover, the study advocates for a more nuanced understanding of how various factors shape employee attitudes toward their organization.

Based on the components of job satisfaction identified within this study, it underscores that financial compensation serves as a critical extrinsic motivator that can reduce turnover intentions. This finding reinforces that competitive compensation packages remain a fundamental factor in employee attraction and retention (Sorn et al., 2023). This research has also identified a negative relationship between career development opportunities, aligning with the Social Exchange Theory, which proposes that employees who feel a sense of support for professional growth have a lower tendency to turnover from an organization (Meira & Hancer, 2021). Despite the weak relationship, this study contributes to the theoretical understanding by emphasizing the long-term impact of career development opportunities on employee retention.

These findings support contingency theories of organizational behavior, suggesting that the factors affecting turnover intentions may vary significantly depending on the industry, organizational structure, or regional employment norms. Future research can build upon this by exploring how such contextual factors moderate the relationships between traditional turnover predictors and actual turnover rates.

5. Conclusion

This study, therefore, points to the compelling need for compensation and career development opportunities as contributing factors that aid in decreasing turnover intentions of employees from the manufacturing sector. These findings are consistent with the job satisfaction literature that indicates high levels of job satisfaction may buffer against turnover, suggesting employees will only leave if presented with a competitive compensation package and an obvious pathway for career growth. The lack of evidence via this research between organizational commitment and turnover intentions allows for the possibility of higher organizational commitment due to environmental or leadership variables aiding in retention while maintaining a good workplace atmosphere.

This is valuable information for human resource managers and those in organizational leadership. Proper pay is essential, but setting an environment for professional growth can help improve employee retention. Regular employee feedback and engagement initiatives also ensure that strategies are formed keeping in mind organizational goals and what employees expect.

This study has made a significant contribution to the field of research regarding factors affecting turnover intentions, focusing on job satisfaction and organizational commitment. It focuses on employees employed within the manufacturing sector in Malaysia, comprising approximately 2.8 million individuals (Siddharta, 2024). The results show that job satisfaction, in particular, compensation and career development opportunities, negatively correlates with turnover intentions for employees in the manufacturing industry. On the other hand, organizational commitment now shows a significant impact on employees' turnover intentions. Regardless, additional research can be conducted on different factors that have a potential effect on employee turnover intentions to expand on these findings and gain a more comprehensive understanding of factors influencing turnover intentions.

The results of this research carry some important policy implications that affect organizational leadership and human resource management. Companies should adopt competitive compensation structures and career development paths to reduce turnover intentions and increase job satisfaction. Due to this, cultivating continuous feedback and engagement can synchronize organizational objectives with employee needs. HR policies must include long-term career development, mentorship, and training initiatives to retain these employees for as long as possible. These strategies would mitigate the burdens of turnover and will ensure potential productivity and competitiveness in 2024.

Future research can broaden the scope of this study by including various industries and geographical locations, providing us with greater insight into turnover drivers in different organizational settings. Similarly, the impact of technological advances on job satisfaction could uncover insights into how organizations can maximize profit through technology while keeping employees around. These insights will help to better strategize in managing turnover intentions and ensure organizational sustainability and productivity.

The inclusion of other factors, such as leadership style, workplace interactions, and work-life balance, can be considered to evaluate the potential impact of these factors on employee turnover intentions. Future researchers can also consider the impact of technological advancements and increasing usage of artificial intelligence in the workplace, which can potentially impact employees' job satisfaction as increasing numbers of tasks are being replaced with artificial intelligence. Hence, with the increasing prevalence of technology in the workplace, researchers need to evaluate how job roles can be modified to effectively incorporate technological advancement and artificial intelligence within the workplace to improve efficiency and productivity while ensuring that employees have high levels of job satisfaction and organizational commitment to reduce turnover intentions.

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