EFFECTS OF JOB SATISFACTION ON HUMAN RESOURCE TURNOVER IN INDUSTRY - A PRACTICAL APPROACH

GĂLĂȚANU Mihaela Denis
Alexandru Ioan Cuza University, Faculty of Economics and Business Administration
Iași, România
mihaelad.galatanu@yahoo.com

Abstract: One of the current major challenges for managers is the high turnover of human resources, which is detrimental to the healthy and sustainable development of companies, affecting turnover and profit to a large extent. It can be solved by identifying the internal mechanism of human resource turnover associated with job satisfaction. This paper makes a practical contribution related to the topic of the effects of job satisfaction on human resource turnover in industry. Starting from the assessment of the knowledge on the studied topic, the models in the literature, the results from qualitative research, the paper addresses the steps needed to be taken to design a questionnaire to assess employee satisfaction, which is then used, in a quantitative research stage, to analyse the level of job satisfaction and the consequences that its level has on human resource turnover. In the second part of the paper, detailed elements of quantitative research are exemplified by analysing the responses on employees' opinions, using the questionnaire designed above, for one of the 16 dimensions addressed in the questionnaire (organizational commitment). The quantitative research was then conducted on a population of 1221 employees working in 3 large Romanian companies. Using a series of statistical analysis methods specific to categorical data, the results highlight the positive role of HR turnover frequency on job satisfaction in the short term and the negative role in the long term. These results provide valuable information that will help companies to improve the job satisfaction of their employees and to develop effective human resource management strategies to increase staff retention.
Keywords: Job satisfaction, human resource turnover, organizational commitment, human resource management.

Assessment of knowledge on the topic studied

At the level of research in the field, there is no analysis of the three variables - job satisfaction, staff turnover and organizational commitment, for the industrial activity area, the study brings new elements for the industrial field in Romania and, at the same time, can bring a series of specific approaches with theoretical and practical applicability, useful for companies operating in this context. In the literature, there has been a concern for the study of staff turnover since 1958, when March and Simon developed a model for this concept, a model that has been the basis for a multitude of future works on the subject. That model takes the view that an employee's decision to leave is based on two factors: "change that is perceived to be easy" which is associated with the presence of alternatives, opportunities and the second condition, related to "a perceived desire for change" the latter being associated with job satisfaction (Morrell et al., 2001). The peculiarity of this model is that it reflects the perception of the motivation to leave as related only to job satisfaction, not taking into account other elements such as: stress, organizational commitment, development opportunities and career development. From a human resource management perspective, the issue of turnover is a complex one, due to its multiple consequences, especially of a human and financial nature. The departure of an employee entails the need

for a new recruitment and selection process, training with new rules and procedures, which entails interruptions and decreases in productivity for a period of time until the new employee is integrated into the company and acquires the necessary skills.

Willis Towers Watson (2015), noted in the Global Workforce Study, that retention rates have decreased compared to the previous period, with many employees stating that they intend to leave the company after only two years. Voluntary turnover, or turnover intention, is the personal intention to leave the company. Tett and Meyer (1993) state that turnover intention is "the employee's deliberate awareness of leaving the company". In fact, staff fluctuations are serious problems which the companies have and that many times put in danger the development strategies due to the high costs they imply (Chelcea, 2001, p.7). In any organization, no matter the field of activity, the human resources represent the only resources capable to generate other resources (Medeleanu, 2013a).

Job satisfaction and voluntary turnover

Job satisfaction is considered by S.I. McShane and M.A.Von Glinow (2008) as a personal evaluation of the work context. It is an evaluation of whether the employee feels positive or negative about intrinsic or extrinsic aspects of a job. Armstrong (2005) states that job satisfaction usually includes elements related to: colleagues, team, appreciation, benefits, working conditions, salary amount, promotion opportunities, coordination and supervision, operational policies and procedures (Armstong, 2005, p. 220). Job satisfaction, or job satisfaction, is an employee's emotional reaction to the workplace (Nica et al, 2019), which reflects a general opinion on specific items such as: rewards (salary and other benefits), recognition (from supervisor and colleagues), promotions and job challenges, job security, work-life balance.

Job satisfaction is defined as:

"the attitude workers have about their work" (Johns,1998);

"as a positive emotional state resulting from an employee's personal opinion of his or her work or work climate" (T. Constantin, 2004, p.185);

"the reaction one has to one's job" (Edwin A. Locke).

In this direction, Zlate (1981) formulates some conclusions:

"The state of satisfaction or dissatisfaction is an indicator of how effectively or ineffectively motivation works. Satisfaction corresponds to optimal motivational consumption and vice versa".

"Motivation and satisfaction occur in a double quality, both causal and effect. Motivation is a cause and satisfaction an end state. There are also cases where satisfaction lived intensely, sustainably, can turn into a motivational source";

The literature shows considerable concern and interest in the subject of job satisfaction (Mowday et al., 1982).

As P. E. Spector points out in "Job satisfaction: Application, assessment, cause and consequences" Thousand Oakss. C.A. Sage, 1997, job satisfaction is "the most frequently studied variable in organizational research".

Most of the studies carried out in Western European, American and Asian countries (Table 2) frequently show a negative relationship between job satisfaction and voluntary turnover. These studies provide consistent evidence that employees with low job satisfaction intend to leave the company and wait for an opportunity to look for another job.

Harter, Schmidt and Hays (2002) demonstrated a positive correlation between job satisfaction and productivity, job security and turnover.

Organizational commitment and voluntary turnover

Organizational commitment is the employee's ability and willingness to contribute to the success of the organization, to expend a directed effort, above and beyond what is normally required for the position, to have a successful organization.

Organizational commitment is an element of organizational health and is the strategic goal of initiatives designed to improve employee attitude and retention through elements such as leadership, team, job satisfaction, and career planning and performance management.

Table 1 presents a summary of empirical studies dealing with the topics of job satisfaction, turnover, organizational commitment, and organizational culture in various areas of activity.

Table 1. Empirical studies dealing with the topics: job satisfaction, turnover, organizational commitment, organizational culture in various areas of activity

No.	Author	Name/Participants in the study	Variables	Year	Conclusions
1	Robert J. Vandenberg Charles E. Lance	"Examining Causality between Job Satisfaction and Organizational Commitment" 100 respondents in managerial positions in software companies of which 59 women and 41 men	Job satisfaction and organizational commitment	1992	Job satisfaction is causally related and precedes organizational commitment.
2	Bloom A, John Frank	"Relationships between organizational context, pay dispersion and managerial turnover"	Performance is linked to the introduction of the concept of differential payment	2002	High performance levels are linked to the introduction of the concept of differentiated payment for high-risk functions
3	Alina Petrescu& Rob Simmons	"Human Resource Practices and Worker Job Satisfaction"	Job satisfaction and relationship to MRU policies, pay	2008	Satisfaction with pay is higher if a performance-related pay system and seniority bonus is implemented. MRU practices contribute to job satisfaction

4	Wanda Roos, Rene VanEeden	"The Relationship between Motivation, Job Satisfaction and Organizational Culture" The questionnaire has 4 components: motivation study questionnaire, work experience questionnaire, previous circumstances and history questionnaire, organizational culture questionnaire. Respondents are on permanent contracts, from companies operating in the market research sector in South Africa, 8% are seniors and 23% are in management positions		2008	The findings of the study confirm previous studies in that there is a strong link between motivation, job satisfaction and organisational culture.
5	Yimin Zhang Xueshan Feng	"Relationship between Job Satisfaction, Burnout Phenomenon and Voluntary Fluctuation among Urban Physicians in State Medical Institutions in Hubei, China" 1451 respondents including: 510 doctors in Wuhan, 476 in Shiyan and 474 in Jingmen	Job satisfaction, burnout, voluntary turnover	2011	The study shows that the phenomenon of burnout mediates the relationship between job satisfaction and its influence on voluntary turnover
6	Elizabeth Medina	"Job Satisfaction and Voluntary Departure Fluctuation" GSS study, 4717 participants, 48% men and 42% women	The relationship between job satisfaction and turnover in the context of organisational culture	2012	There is a positive relationship between the presence of high culture and job satisfaction as well as between low culture and turnover intention. The relationship between job satisfaction and turnover is moderated by the level of satisfaction relative to the culture manifested at work. The findings of this study reflect the importance in understanding the structure of the workforce divided by

					age categories, the dynamics of turnover is different, from one category to another. Job satisfaction is inversely proportional to voluntary turnover and is moderated by organizational culture.
7	Rohani Salleh, Mishlny Sivadahasan Nair, Hryanni Harun	"Job Satisfaction, Organizational Commitment and Intention to Fluctuate - Case Study of Employees in a Malaysian Retail Company "62 respondents	Job satisfaction, organizational commitment and turnover intention.	2012	The results show that employees are moderately satisfied with the promotion element, work in coordination and dissatisfied with the salary level.
8	Ahmad Faisal Mahdi Mohamad Zaid Mohd Zin	"Relationship between Job Satisfaction and Voluntary Fluctuation" The chosen respondents were employees of local printing companies, of which 75% were women and 25% men	Link between satisfaction and voluntary fluctuation	2012	The study shows a significant influence on voluntary fluctuation of both intrinsic and extrinsic satisfaction elements, with a stronger emphasis on intrinsic satisfaction.
9	Barbara A. Sypniewska	"Assessment of Factors Influencing Job Satisfaction", Study with 215 respondents (153 women and 62 men)	Satisfaction is related to financial aspects, interpersonal relations at work, working conditions, productivity and quality of work	2013	The findings of the study reflect that the greatest impact on job satisfaction is the work atmosphere and the least impact is the company culture. So interpersonal relationships as well as economic elements are very important, but most important is job stability. Elements related to promotions as well as personal development, job security have a lower impact in the context of elements contributing to job satisfaction.
10	Sadia Ehsan	"The impact of organizational commitment, job satisfaction, job stress and management support on staff turnover in educational institutions"	Fluctuation is related to organizational commitment, job stress, job satisfaction, management support	2014	The findings of the study show that there is a negative relationship between organizational commitment, job satisfaction, management support, and turnover and a positive relationship between job commitment and turnover.

		Questionnaire with 150 respondents, 58% male and 42% female			
10	Jacqueline Kelly	"The Relationship between Organizational Commitment and Job Satisfaction among officers in the South African National Army Defence Force" 62 respondents with permanent employment	The link between job satisfaction and organizational commitment	2015	The study concludes that organizational commitment is below average and there is a statistically significant correlation between organizational commitment and job satisfaction, which is not influenced by gender or age.
11	Semith T. TugbaZ.	"Social Interaction in in Job Satisfaction"	Job satisfaction, communication and social interaction	2016	Changes related to the level (position) of the job lead to a level of satisfaction three times higher than the level of satisfaction related to the standard job position in the local labor market.
12	Anton Vorina, Miro Simonie, Maria Vlasova	"An Analysis of the Relationship between Job Satisfaction and Organizational Commitment" 594 public and private sector respondents	The link between organizational commitment and job satisfaction	2017	The results of the study confirm that the relationship between organizational commitment and job satisfaction is positive, demonstrated, and statistically significant and there is no statistically significant difference between job satisfaction and gender.
13	Collin Lye Chin	The Influence of Job Satisfaction on Voluntary Employee Turnover in Malaysian Industrial Manufacturing Companies. Respondents: managerial staff working in the manufacturing sector in Malaysia, 100 respondents	Link between factors influencing job satisfaction and intention to voluntarily fluctuate	2018	The results show that there is a negative relationship between the concept of career development, supervision and voluntary turnover. Moreover, job satisfaction is higher when career management is developed in the company.

14	Jelena Culibrsk, Milan Delik, Slovica Mitronic, Dubravko Culibrk	"Job Satisfaction, Organizational Commitment, Engagement - The Mediating Role of Engagement at Work" 566 respondents from 8 companies in Serbia	Link between job satisfaction, organizational commitment, work engagement	2018	The findings of the study show a moderate to strong connection between organizational commitment and job satisfaction and job involvement partially mediates the effect of job satisfaction on organizational commitment. Job satisfaction in Serbia is affected by job characteristics, and contrary to the results of many studies conducted in countries with more developed economies, in Serbia the existence or absence of operational procedures does not affect job satisfaction.
15	Suzanna R. Windon, Graham R. Cochran, Scott D. Scheer Mary T. Rodriguez	Factors Influencing Staff Turnover in the Ohio University Assistantship Program, 149 Participants	Significant associations between demographics: age, length of service, job satisfaction, supervisory satisfaction, organizational commitment, and turnover	2019	Job satisfaction, supervisor satisfaction, and organizational commitment are predictors of turnover. Recommendations for implementing a formal assessment of employee perceptions of labor relations, supervisor relations, mentoring programs, and targeting a development program.

In the Romanian context of companies operating in the industrial production area, the aim is to find an answer to the main research question: What determines the performance of employees working in the industrial production area in Romania? Starting from this question, additional questions can be developed and will be answered in this research:

The fundamental questions to be answered within the theme are:

What is the relationship between turnover (intention to leave voluntarily) and demographic elements (age, gender, and seniority in the company, type of job - managerial or executive) for employees working in the industrial sector?

What is the relationship between turnover (intention to leave voluntarily) and independent elements such as job satisfaction and organizational commitment?

To what extent does organizational commitment influence the relationship between job satisfaction and turnover (intention to leave)?

We have the opportunity to conduct an empirical study on the satisfaction of employees in the industrial environment in Romania.

Expected contribution:

We have studied several articles and papers on job satisfaction addressing this topic from several perspectives, in areas such as: IT, public administration, health, social centers,

universities, research institutions. We did not identify any studies that address job satisfaction in the area of industrial workers.

In this paper, we have developed a model questionnaire with 50 questions to collect and centralize the opinions of employees working in industry for analysis. Subsequently, using this questionnaire, we carried out a survey of industrial workers in different geographical areas of Romania, according to the type of job (executive/management), seniority, gender (women/men). This model could be a source of inspiration for industrial practitioners in their approach to HR strategy. In my new approach to the questionnaire, I will make proposals and projections that will include elements related to: clarity of objectives and tasks, importance of teamwork, effectiveness of organizational culture, career development opportunities, performance management, change management, safety elements, working environment, internal communication, benefits package, and consultation for decision making. A global research model proposed by Katherine J. Sweetman (2017), asks the question of employee loyalty, answering the question "Can we make our employees - regardless of nationality - feel well treated and therefore loyal?" The study confirmed that people from any corner of the world are asking the same questions about their jobs, such as "Am I fairly compensated for the work I do?", "Am I right for the job?", "Does my employer trust me to do this?"

If employees feel valued for their work and are involved in decision making, their increased enthusiasm and motivation will lead to better productivity and loyalty (Blanaru, Medeleanu, 2017). The challenge for any manager is to find the means to create and sustain employee motivation (Shalev, Prodan, 2018). On the one hand, managers should focus on reducing employee dissatisfaction (working conditions, pay, supervision, relationship with colleagues), on the other hand, they should use motivating factors such as achievement, recognition, responsibility and work itself (Dobre, 2013). There are studies in the literature that present a motivational model of employees according to socio-demographic variables (Constantinescu, 2014) and that highlight that there is an influential relationship between the economic crisis and the way employees relate to the work process. Some of the results of research conducted in the Romanian area show that, for example, the role of intrinsic motivation in job satisfaction has decreased in intensity in recent years. This observation is also related to the type of work (Gutu, Medeleanu, 2023). At the opposite pole of the elements that generate dissatisfaction, the elements of overwork and those related to the poor organization of the work process have been identified.

The model used in the research, developed after Mobley (1977) as elaborated by Suzanna R. Windon (2019) is presented in figure 1.

Figure 1. The model used in the research, developed after Mobley (1977) as elaborated by Suzanna R. Windon (2019)
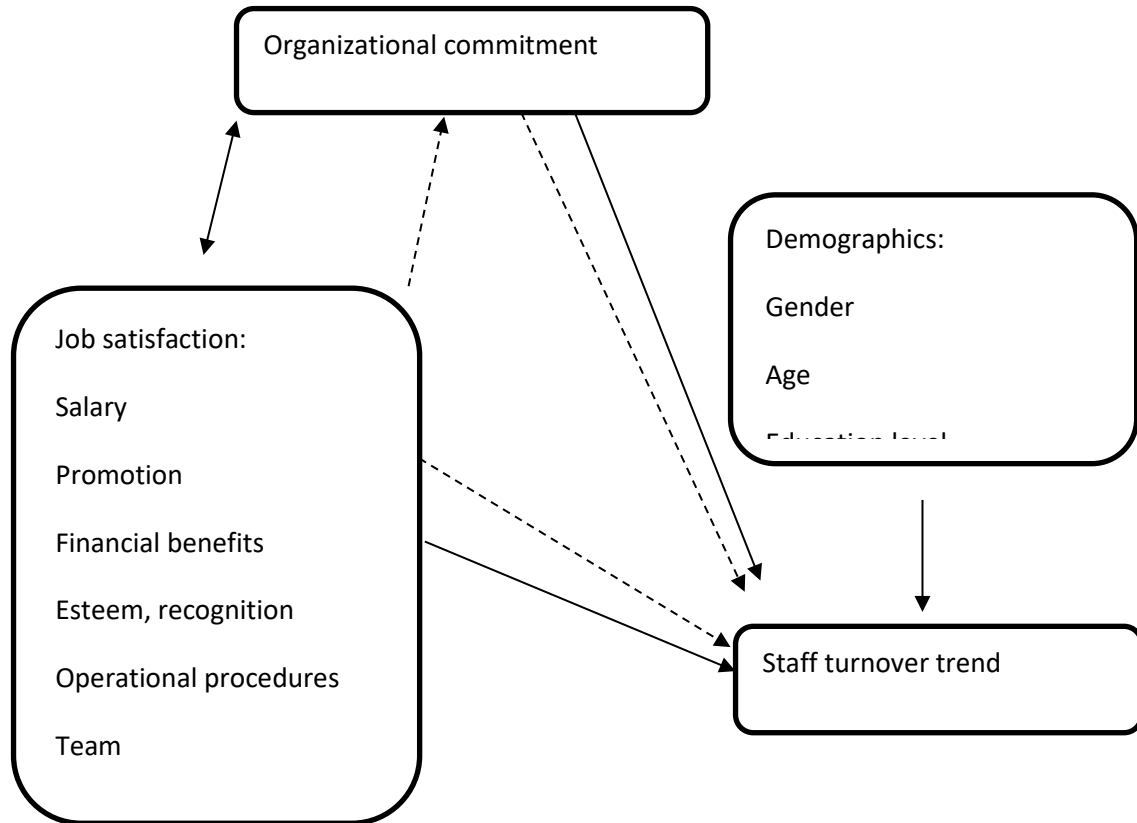
Research hypotheses
In view of the theoretical model presented above constructed within this research, taking into account previous research as well as the research aim and objectives presented above, we formulate the research hypotheses below:

H1. There is a difference between the perceptions of employees who are in different age groups regarding organizational commitment;

H2. There is a difference between the perceptions of employees who are in different company seniority categories regarding organizational commitment.

Constructive elements of the research
The research is based on a mixed approach, analysing both qualitative and quantitative aspects of the factors under consideration.

Qualitative analysis
A series of 12 semi-structured interviews were conducted with top and middle managers of industrial companies that agreed to participate in the study. Their responses were collected, analysed and interpreted, allowing a more detailed understanding of the elements that lead to achieving job satisfaction and reducing staff turnover, correlated with organizational commitment.

By carrying out qualitative research, in the exploratory stage of the work, we obtained data that helps to identify employees' motivations, attitudes and opinions through an inductive process.

This provides information about the deeper elements of the studied phenomenon, which are difficult to find out only through the quantitative method. Qualitative research is more time-consuming and complex than quantitative research. The data thus obtained help to highlight important aspects of the effects of job satisfaction on the turnover of human resources.

Quantitative analysis

Quantitative analysis is represented by the survey method.

We have used known models of questionnaires taken from the literature, which we have processed, adapted and completed according to the managers' opinions expressed during the qualitative analysis.

To study the elements related to job satisfaction we took into account the Job Satisfaction Evaluation Model, developed by Paul E. Spector (The Job Satisfaction Survey) (1985) which is based on a questionnaire with 36 questions.

Table 2. Job Satisfaction Questionnaire (Paul E. Spector)

No.	For each statement, please circle the column number that reflects your opinion	Total disagreement	Moderate disagreement	Slight disagreement	Slight agreement	Moderate agreement	Total agreement
1	I believe the amounts I am paid are correct for the work I do	1	2	3	4	5	6
2	In reality, there are few opportunities for promotion in my job	1	2	3	4	5	6
3	My direct boss is quite competent in the work he does	1	2	3	4	5	6
4	I am not satisfied with the monetary and other benefits I receive	1	2	3	4	5	6
5	I have received the recognition I deserve	1	2	3	4	5	6
6	Many of our rules and procedures for doing our jobs well are very difficult, hard to understand	1	2	3	4	5	6
7	I like the people I work with	1	2	3	4	5	6
8	I sometimes feel that the work I do at my job is meaningless	1	2	3	4	5	6
9	I think that the communication in this organization is good	1	2	3	4	5	6
10	Salary increases are too small and too infrequent	1	2	3	4	5	6
11	Those who perform well in their jobs have a fair chance of being promoted	1	2	3	4	5	6
12	My direct boss is unfair to me	1	2	3	4	5	6
13	The monetary and other benefits we receive are better than those offered by most other organizations	1	2	3	4	5	6
14	I don't feel that the work I do is sufficiently appreciated	1	2	3	4	5	6
15	All my efforts to better perform the duties of my job are often blocked by bureaucracy	1	2	3	4	5	6
16	I think I work too much/too hard on my job because of the incompetence of those I cooperate with	1	2	3	4	5	6
17	I like to do the things I have to do at my job	1	2	3	4	5	6

No.	For each statement, please circle the column number that reflects your opinion	Total disagreement	Moderate disagreement	Slight disagreement	Slight agreement	Moderate agreement	Total agreement
18	The objectives of this organization are not clear to me	1	2	3	4	5	6
19	I feel I am not appreciated by the organization when I think about how much I am paid	1	2	3	4	5	6
20	People here work as fast as they do in other places	1	2	3	4	5	6
21	My direct boss is too little concerned with understanding my subordinates	1	2	3	4	5	6
22	The package of monetary and other benefits we receive is fair	1	2	3	4	5	6
23	There are few rewards that people who work here can receive	1	2	3	4	5	6
24	I have too much to do at my job	1	2	3	4	5	6
25	I enjoy the company of my colleagues	1	2	3	4	5	6
26	I often feel that I don't know what's going on and where the organization is going in which I work	1	2	3	4	5	6
27	I have a sense of pride in doing my job	1	2	3	4	5	6
28	I feel satisfied with my chances of salary increases	1	2	3	4	5	6
29	There are monetary and other benefits that we don't have but should have	1	2	3	4	5	6
30	I like the way my direct boss does things	1	2	3	4	5	6
31	I have too much paperwork to do in my workplace	1	2	3	4	5	6
32	I don't feel my efforts are rewarded as they should be	1	2	3	4	5	6
33	I am satisfied with my chances of promotion	1	2	3	4	5	6
34	There are too many arguments and misunderstandings at work	1	2	3	4	5	6
35	My job is enjoyable	1	2	3	4	5	6
36	My job tasks are not fully explained to me	1	2	3	4	5	6

Development of the job satisfaction evaluation questionnaire

The final structure of the questionnaire comprises 50 questions and follows the existing content of the literature, adapted by introducing additional relevant information.

For the final quantitative analysis questionnaire, Paul E. Spector was supplemented with additional questions related to:

Demographic data, by selected dimensions:

Gender (women, men);

Length of time in the company (1-3; 3-5; 5-10, more than 10 years in the company);

Age category: (20-29; 30-39; 40-49; 50-59; over 60).

The focus will be on the differences between generations: Generation X, those born between 1965 and 1979; Generation Y, those born between 1980 and 1994 and Generation Z, those born between 1995 and 2010.

The structure of the designed questionnaire includes the following dimensions:

Table 3. Dimensions of the designed questionnaire

Name of dimensions	Number of questions
Payment	3
Promotion, performance management	5
Supervision	4
Cash benefits and other benefits	5
Reward	4
Operating procedures/ organizational structure	2
Collaborators	4
Nature of work/task	2
Communication	3
Team	6
Recognition and appreciation	4
Commitment	2
Fluctuation	2
Safety and security	1
Demographics	3
TOTAL	50

The 50-question questionnaire, administered to both managers and executive staff, provides a series of data that are then processed using SPSS version 22 statistical software. This type of quantitative data, collected and analysed, provides information that can be measured and interpreted statistically, making it possible to study links between certain variables. To test the reliability of the instruments used, we considered calculating Cronbach's alpha coefficient. For the items established in the questionnaire we chose scales that reflect the frequency with which certain opinions appear. We used a Likert scale with 5 response options:

1-Totally disagree;

2-Slightly disagree,

3-Disagree,

 4-Slightly agree,

 5-Strongly agree.

For the constructed questionnaire we conducted a pretest for validation. Thus, we calculated Cronbach's Alpha Coefficient which measures reliability. Cronbach's Alpha Coefficient is used to see if Likert scale surveys are reliable. The formula for calculating Cronbach's alpha coefficient is

$$\alpha = \frac{r_k}{[1+(k-1)r]} \quad (6)$$

where k is the number of items considered and r is the mean correlation between items. Cronbach's alpha coefficient (Cronbach, 1951) can have values between 0 and 1. For values of the coefficient

$\alpha \geq 0.9$ reliability is excellent,

$0.8 \leq \alpha < 0.9$ reliability is good,

$0.7 \leq \alpha < 0.8$ reliability is acceptable,

$0.6 \leq \alpha < 0.7$ reliability is questionable,

$0.5 \leq \alpha < 0.6$ reliability is poor

$\alpha < 0.5$ reliability is unacceptable

Employees from 3 industrial companies in Romania who accepted the invitation sent to them participated in this study. Agreements were concluded with all 3 companies, guaranteeing the respect of ethical principles and the confidentiality of participants' answers, with the application of GDPR rules. Participation was voluntary and free of charge. Out of a total of 1700 questionnaires (distributed electronically to managers and in physical format to executive staff) a total of 1221 employees responded to our request).

Table 4: Satisfaction evaluation questionnaire

Dimensions	No. crt.	Items	Test Cronbach's Alpha by dimensions
I. Task	1	When I receive additional tasks/projects (outside the job description), I am explained how to perform them and why	0.260
	2	In the last 6 months I have participated in business improvement projects	
II. Organisational structure and working procedures	3	My superior informs me every time about changes in the organisational structure	0.001
	4	I think it is useful that procedures and working instructions are updated regularly/whenever necessary	
III. Teamwork	5	I also want to participate in other activities with colleagues outside the company	0.194
	6	When I encounter problems my teammates work "side by side" with me	
	7	I would like to participate in voluntary actions	
	8	I am proud of myself and the team I am part of	
	9	I collaborate well with colleagues in other departments	
	10	Deadlines for projects/work assignments are agreed between me and my boss.	
IV. Rewards and benefits	11	I feel that the salary I receive reflects my training and the complexity of the work I do.	0.234
	12	I am satisfied/satisfied with the salary and benefits package awarded.	
	13	List at least 3 extra non-financial benefits/rewards you would like to have (in order of importance)	
	14	I feel that the salary and benefits package offered by the company is better compared to that offered by other employers in the industry (in the county)	
V. Career development opportunities and training	15	I believe that training gives all employees an equal chance to promote to other positions.	0.829
	16	I would like to promote/train for other jobs, even if at first, for a short period of time, my salary would remain the same (I would be financially rewarded only after validation of skills).	
	17	I am informed/instructed whenever changes occur in the work I am responsible for	
VI. Respect and recognition	18	I have been praised/praised by my direct boss for the last 6 months.	0.703
	19	I think the boss's attitude influences the way I work.	

Dimensions	No. crt.	Items	Test Cronbach's Alpha by dimensions
	20	When I have a heavy workload, the boss is supportive.	
VII. Performance management	21	I know the performance bonus criteria.	0.839
	22	The boss periodically discusses with me my achievements, non-achievements, against which performance appraisals are made. I consider my boss to be a professional	
	23	I believe that the quality of products/services will increase if people in my team follow the work instructions.	
	24	I see a connection between my work and the objectives of the company	
VIII. Management	25	I consider my boss to be a professional	0.792
	26	I think my boss cares about the people on his team.	
	27	My boss does NOT usually criticize me in front of my teammates/other people	
	28	I believe that my boss treats me equally compared to other colleagues	
IX. Commitment to the company fluctuation (intentional)	29	I intend to stay with the company for at least another 3 years	0.708
	30	I would recommend friends, family members to join the company	
	31	I think that the boss's attitude towards me would influence me to stay in the company	
	32	I have looked for a job in another company in the last 3 months	
X. Decision	33	When I have problems at work, I first solve the problem and then notify my boss	0.720
	34	When I have difficult situations to solve, my boss expects solutions from me	
XI. Change	35	I think the changes that have taken place in the last 2 years in the company have been welcome	0.712
	36	The changes made in the last 2 years have given us time to adapt to new situations	
XII. Fairness competence	37	I believe that, in order to promote in the company, it is more important who recommends me than what I know how to do.	0.570
	38	I think I get more work assignments than my colleagues	
XIII Safety and stability	39	I believe that my job is stable	
XIV. Communication inside the organization	40	I usually read the job advertisements, notices posted on the notice board and Facebook page, internal magazine	0.761
	41	I usually communicate closely with my boss	
	42	I find it important to know the specific communication procedures within the company	
XV. Working conditions	43	I am happy with the protection equipment	
	44	I consider that the periodical renewal of the work conditions is satisfactory	0.410

Dimensions	No. crt.	Items	Test Cronbach's Alpha by dimensions
XVI. Innitiative	45	I would submit proposals that could contribute to the improvement of the workplace activity if I were be rewarded	0.662
	46	I have reported at least one non-conformity/non-conformity in the last 6 months	
XVII. Demographics: Gender, Age, Length of service, Address	47	Experience in the company, expressed in years:	
	48	Gender	
	49	Age range in years	

Two categories of employees working in the production area were asked for their opinion, namely: Employees in managerial roles; Employees with an executive role.

Particular attention was paid to pretesting the form by a representative number of employees (n=150, from both categories above), to validate whether the content and wording are sufficiently clear for all categories of employees, and the questions accessible. The way in which the questionnaire was distributed was also tested in order to complete it. For managers and staff with an e-mail address, it was preferred to send and complete the questionnaire electronically in Google Forms, which made it easier and quicker to collect and centralize the data for further processing. For executive staff who do not have an electronic address, the forms were completed in the context of physical meetings, in specially arranged premises, at staggered times, planned and communicated in advance. Local specialists from the Human Resources Department assisted and provided support in the organization and management of the meetings, including the preparation of the participants, providing them with training in order to understand correctly the meaning of the questions. For staff that was absent, the invitation to participate was reiterated every week, thus giving all employees a chance to express their opinion on the concepts announced. Out of the 1700 questionnaires sent out, 1221 employees responded (total for the two categories of employees), resulting in a participation rate of 7.18%, which is sufficient to continue the work.

Results and analysis of the answers to the interviews conducted
The results obtained after the data analysis phase can be classified into several categories:
a) Results reflecting the main characteristics of the population studied. Some examples in this sense are:
percentage of men and percentage of women in the total number of respondents, cumulatively and per company;
distribution of respondents by age category, aggregated and by each category;
distribution of respondents by categories of length of service in the company, aggregated and by each category;
distribution of respondents by structure/departments.
b) Results showing the perception of staff for each of the 16 dimensions (chapters) of the questionnaire:
perception of managers, aggregated and per company;
perception of executive staff, aggregated and per company.
c) results showing whether or not the research hypotheses have been verified.

Given the large amount of data processed, these will be published in full at a later stage, and in this paper only one example is presented, which refers to one dimension only.

Dimension IX - Attachment to the firm (total survey participants)

Table 5: Distribution of responses received for items defining Dimension IX (Attachment to the firm)

Name of Item		Total disagreement	Disagree-ment	Indifference	Agree-ment	Total agreement	NS/ NR	Total
Item29 - I intend to stay with the company for at least another 3 years.	Fre-quency	92	30	190	190	703	16	1221
	%	8%	2%	16%	16%	58%	1%	100%
Item30 - I would recommend friends, family members to join the company.	Fre-quency	188	75	313	256	378	11	1221
	%	15%	6%	26%	21%	31%	1%	100%
Item31 - I think the boss's attitude towards me would influence me to stay in the company.	Fre-quency	95	44	231	247	597	7	1221
	%	8%	4%	19%	20%	49%	1%	100%
Item32 - I have been looking for a job in another company for the last 3 months.	Fre-quency	677	69	186	87	194	8	1221
	%	55%	6%	15%	7%	16%	1%	100%

Regarding the distribution of responses received for this dimension, it shows that 74% of respondents intend to stay in the company for at least another 3 years, while 10% say they are not decided to stay, 16% are indifferent. 52% of employees would recommend family members to work in the company, while 21% would not want to, 26% being indifferent. As for the employees' opinion on the influence of the boss's attitude on the decision to stay or not to stay with the company, 69% agree, 12% disagree, 19% are indifferent. For the last item, if employees have looked for a job in another company in the last 3 months, 61% denied this, 15% were indifferent and 23% admit that they have tried. Of note is the worrying percentage of those who are indifferent, which shows a degree of distrust among respondents, masked by a lack of interest in the subject under discussion. An interesting distribution of responses to this dimension emerges when we carry out an analysis of the opinions of employees divided by age group.

The results show that all generations of respondents disagree (Disagree + Strongly Disagree) with the statement that they would have intended in the last 3 months to look for a job in another company. Their disagreement is expressed in different proportions. Respondents from the "Traditionalist" generation show a higher degree of agreement, as they have no intention of looking for another job. Next are the respondents from "Generation Z", 67% of whom state that they do not agree with the intention to look for another company to work for.

In the second stage, to identify whether there are differences between generations we used the Kruskal-Wallis test and the Dunn test (results shown in Table 6).

Table 6: Dunn test results for Item 32 (I have looked for a job in another company in the last 3 months)

Size: "ORGANIZATIONAL COMMITMENT"			
Generation A-Generation B	Dunn Test	Standard error	Sig.
Traditionalists (55+ years)-Baby boomers (35-44 years)	-64.563	64.705	0.318
Traditionalists (55+ years)-Generation Z (16-24 years)	-69.006	66.916	0.302
Traditionalists (55+ years)-Generation X (35-44 years)	-126.674	64.344	0.049
Traditionalists (55+ years)-Generation Y (25-34 years)	-141.044	65.587	0.032
Baby boomers (35-44 years)-Generation Z (16-24 years)	-4.443	29.089	0.879
Baby boomers (35-44 years)-Generation X (35-44 years)	-62.110	22.553	0.006
Baby boomers (35-44 years)-Generation Y (25-34 years)	-76.481	25.887	0.003
Generation Z (16-24 years)-Generation X (35-44 years)	57.667	28.279	0.041
Generation Z (16-24 years)-Generation Y (25-34 years)	72.038	31.002	0.020
Generation X (35-44 years)-Generation Y (25-34 years)	-14.370	24.973	0.565

For the Dunn test we obtained probability values (Sig.) ≤ 0.05, which shows that for 6 of the generation pairs tested, the differences are significant (Table 6). The results obtained from the application of the two tests show that there are differences between generations in terms of turnover, indicating that hypothesis H2 is validated.

H1. There is a difference between the perceptions of employees who are in different age groups regarding organizational commitment. The results obtained and presented in Table 5 show that the distribution of responses received for the three items tested is not the same for all age ranges.

Considering all these results, we can conclude that hypothesis H2 is confirmed. There are differences between the perceptions of employees in different seniority categories regarding organizational commitment.

Conclusions and future research directions

Achieving employee job satisfaction in order to reduce the turnover of human resources has become one of the major concerns of management of companies in this area.

The studies presented earlier in this report confirm our hypothesis of the multi-relationship between satisfaction, leadership style and communication process, performance appraisal, organisational commitment, and the way the promotion/ advancement system/ mechanism is constructed. This dynamic character, generated by the evolution of the individual but also of organisations in the context of society as a whole (which must also sometimes face economic or health crises), hides the mechanisms of job satisfaction (Anton et al, 2020, Medeleanu, 2013). The main dilemma that awaits resolution is precisely the fact that although the phenomenon of motivation and job satisfaction is well studied, the solution is still far from optimal. And the most accessible argument is the economic gap that Romania fails to reduce, although there are examples of organizations in Romania that are performing (Medeleanu, 2013). The dynamic nature of an input capable of generating job satisfaction, if it is also customized by categories of employees or even at the individual level, complicates the processes greatly, but my opinion is that in this area results can be achieved. As far as complexity is concerned, one can imagine computer-assisted tools, computer programs, which allow the human resources manager to see an employee not as a collection of data associated with a number of marks, but as an individual who adds value to the organisation, constantly evolving through the development programmes he or she undergoes.

One of the biggest limitations of the paper is that the availability of data did not allow the evaluation to be carried out at the level of a larger number of companies. Through qualitative and quantitative analysis, we applied a questionnaire to obtain data related to the perception of employees in companies in different industries related to job satisfaction and turnover of human resources. However, the data and results obtained are not of a general nature to be applicable to other companies. Therefore, modifications may be needed to apply to other populations. A larger sample size is also needed for further validation of the results in future studies. Another limitation of this research is that the satisfaction of staff employed in the companies participating in the study and their intention to leave for other companies was measured only for the present situation, and there are no longitudinal studies in the history of these companies that could allow a traceability of the correspondence between employees' needs and concrete measures to improve.

We can consider as an additional limitation the fact that the research did not refer to the macroeconomic conditions that affect the evolution of the variables used in the evaluation of job satisfaction and human resource turnover. Taxes, corporate tax incentives, personnel policies and other economic factors can cause a wide range of discrepancies when trying to differentiate between stable and struggling companies. All this, and the development of a generally accepted comprehensive model using our research results for all categories of companies (small, medium and large), could represent new directions for study in this area.

Given the listed limitations, further research on turnover should focus on the study context, research sample, development of conceptual models and research methodology. Emphasis should also be placed on the effect of staff turnover on the turnover of companies in various industries to get a clearer picture of the magnitude of the impact, according to the research context.

For these reasons, it is appropriate to continue the present research with the following future directions in mind:

Clarification of uncertainties related to HR regulations;

The development of a guide to support companies and help them to be more effective in managing high staff turnover;

Designing, validating and testing a conceptual model that incorporates in its structure the action of all the factors involved.

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