

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**FACTORS INFLUENCING JOB SATISFACTION AND
TURNOVER INTENTION AT KTK PHARMACY
COMPANY**

**SAN TUN
MBA II – 43
MBA 26th BATCH**

JUNE, 2024

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ACADEMIC YEAR (2022 – 2024)

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MBA II - 43
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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**Factors Influencing Job Satisfaction and Turnover Intention at KTK Pharmacy Company**” has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the factors influencing job satisfaction and to analyze the indirect effect of job satisfaction on turnover intention through organizational commitment at KTK Pharmacy Company. Both primary and secondary data are applied. KTK Pharmacy Company, with a staff of 200, has a sample size of 132 as determined by the Raosoft sample size calculator. A simple random sampling method is utilized. Data collection was also performed mainly online survey method using Google Forms from April 2024 to May 2024. For secondary data, it is obtained from relevant texts, previous research papers, records from the human resources department, and various websites. Based on the findings, supervision, colleagues, and professional development have positive and significant effects on job satisfaction at KTK Pharmacy Company. The study identifies organizational commitment as a mediating factor between job satisfaction and turnover intention. Additionally, job satisfaction has significantly and positively effect on turnover intention. These results emphasize the importance for management at KTK Pharmacy Company to create job satisfaction through supervision, colleague relationships, and professional development initiatives to foster organizational commitment and mitigate turnover intention among employees.

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LIST OF ABBREVIATIONS

CEO	-	Chief Executive Officer
CSR	-	Corporate Social Responsibility
HRD	-	Human Resource Development
ORC	-	Organizational Commitment
OTC	-	Over the Counter
PCD	-	Propaganda- Cum- Distribution
PLS	-	Partial Least Square
TOI	-	Turnover Intention

CHAPTER 1

INTRODUCTION

In the era of Industry 4.0, the pharmaceutical industry encounters increasing global competition. Achieving success in this competitive landscape necessitates skilled and high-quality human resources. Managing and regulating these human resources effectively is vital for enhancing the industry's efficiency and effectiveness (Diputra & Mujiati, 2016). In recent years, there has been a significant focus on understanding employees' attitudes within the field of Organizational behavior. Key attitudes, such as job satisfaction and turnover intention, have been linked to numerous critical behaviors and outcomes. These associations hold substantial implications for both Organizational performance and individual well-being, underscoring their importance in contemporary business research (Spector, 1985).

Job satisfaction is influenced by a variety of factors that affect an employee's overall experience and engagement at work. Among the most critical factors are salary, promotion opportunities, supervision, colleague relationships, and professional development. Each of these elements plays a unique role in shaping an employee's level of contentment and fulfillment within their job. A well-rounded approach to enhancing these factors can lead to higher job satisfaction, increased motivation, and better overall performance within an organization.

According to Judge et al. (2010), salary refers to the financial compensation provided to employees for their work. Adequate and fair salary is crucial for job satisfaction as it fulfills basic needs and recognizes employees' contributions. An appropriate salary can enhance job satisfaction by providing financial security and a sense of value. Salary plays a significant role in determining an employee's overall job satisfaction.

According to Le (2018), promotion opportunities are the chances for advancement and career growth within an organization. Clear paths for promotion motivate employees to perform better and contribute to their overall job satisfaction. Promotion opportunities not only enhance an employee's career prospects but also serve as a recognition of their hard work and dedication.

According to Yukl (2013), supervision involves the quality and style of leadership provided by supervisors. Effective supervision, characterized by support, guidance, and

constructive feedback, significantly affects job satisfaction. Good supervision helps employees feel valued and supported in their roles, leading to higher levels of job satisfaction.

According to Morrison (2004), colleagues and the interactions employees have with their coworkers play a vital role in job satisfaction. Positive and supportive colleague relationships enhance job satisfaction by creating a collaborative and enjoyable work environment. A strong sense of camaraderie and teamwork among colleagues can significantly improve job satisfaction.

London (1989) highlighted that professional development encompasses opportunities for employees to acquire new skills and knowledge related to their profession. Continuous professional development fosters job satisfaction by enabling career growth and personal improvement. Investing in professional development shows employees that the organization values their growth and future.

Judge et al. (2010) noted that job satisfaction refers to the level of fulfillment an employee experiences in their job. It encompasses an employee's overall contentment and positive feelings regarding their work. Essentially, job satisfaction reflects an employee's emotional response and attitude toward their job, colleagues, and organization (Locke, 1976). Understanding employee satisfaction is crucial for managers and leaders aiming to enhance workplace effectiveness and competitiveness in today's dynamic business environment (Sowmya, 2013). Moreover, job satisfaction is significant within organizational behavior as it affects employee motivation and effectiveness (Mullins, 2010). Employees who are satisfied are more likely to be productive and dedicated to the organization, and less likely to leave their positions (Levy, 2010).

Meyer and Herscovitch (2001) noted that Organizational commitment refers to an employee's decision to remain with their current Organization over others. This commitment often involves choosing the Organization with the expectation that it will fulfill certain basic needs and provide desired outcomes. Employees commit to their Organization with the hope that it will meet their personal and professional developmental expectations. Additionally, Amah (2009) defined Organizational commitment as an attitude concerning employees' loyalty to the Organization and a continuous process resulting from individuals' participation in Organizational decisions, resulting in employees' dedication to the Organization and its success.

Asbari (2019) noted that turnover intention refers to an employee's plan to leave their current job, which is a major issue for many pharmaceutical companies. High turnover rates lead to the loss of experienced staff, increased recruitment costs, and longer hiring times, disrupting operations. Effective human resource management is critical for maintaining smooth operations and fostering growth in the pharmaceutical industry by addressing turnover intentions and ensuring a skilled and competitive workforce.

KTK Pharmacy Company is a Professional developmental pharmaceutical wholesale Company established in 1986, located in the bustling city of Mandalay. It is distributing medical equipment, hospital pharmaceuticals, and pharmacy services in Myanmar. It has 6 departments with 200 employees in Myanmar. Job satisfaction plays a fundamental role in the Organization's success. KTK Pharmacy Company must create a more fulfilling work environment, reducing turnover intention, and reinforcing Organizational commitment. Therefore, this study explores how job satisfaction affects turnover intention through Organizational commitment at KTK Pharmacy Company.

1.1 Rationale of the Study

In today's organizational environments, turnover intention stands as a pivotal concern, particularly within sectors like the pharmaceutical industry. The consequences of high turnover rates extend beyond operational disruption, encompassing substantial financial implications associated with recruitment, training, and productivity losses (Allen et al., 2010). Therefore, there exists a pressing need to comprehensively identify and understand the determinants of turnover intention to devise effective retention strategies.

Organizational commitment, as clarified by Mowday et al. (2013), assumes a central role in this context, denoting the emotional allegiance and loyalty that employees harbor towards their organization. Employees exhibiting higher levels of organizational commitment tend to display reduced inclination towards turnover, thereby offering a pivotal foundation for retention initiatives. Moreover, organizational commitment operates as a potential mediator between job satisfaction and turnover intention, implying that heightened job satisfaction fosters stronger organizational commitment, consequently diminishing turnover intentions (Amah, 2009).

Furthermore, job satisfaction, according to Locke (1976), emerges as a crucial predictor of turnover intention. It delineates the degree of contentment employees derive

from their job roles and work environments, directly influencing their motivation, engagement, and overall performance. Spector (2006) underscores an inverse relationship between job satisfaction and turnover intention, positing that increased job satisfaction correlates with reduced turnover intentions. Employees satisfied with their roles are less inclined to seek alternative employment opportunities, thereby underscoring the critical role of job satisfaction in mitigating turnover within organizational settings (Tett & Meyer, 1993).

Exploring the complex interactions among job satisfaction, organizational commitment, and turnover intention at KTK Pharmacy Company, this research seeks to offer actionable insights to enhance employee retention and foster organizational stability. By identifying influential factors, organizations can implement targeted strategies to cultivate a supportive work environment that promotes employee engagement and commitment. This study contributes valuable knowledge to human resource management strategies, particularly in addressing turnover challenges and optimizing organizational performance in competitive industries like pharmaceuticals.

1.2 Objectives of the Study

The main objectives of the study are:

1. To analyze the factors influencing job satisfaction at KTK Pharmacy Company, and
2. To analyze the indirect effect of job satisfaction on turnover intention through Organizational commitment at KTK Pharmacy Company.

1.3 Scope and Method of the Study

The paper aims to study factors influencing job satisfaction and turnover intention at KTK Pharmacy Company, with Organizational commitment as mediators. Both descriptive and analytical methods are used to conduct this study based on the collected primary and secondary data.

A structured questionnaire is constructed to gather primary data from the respondents. The questionnaire consists of multiple choices and five-points Likert scale question.

Primary data is collected from employees of all levels in KTK Pharmacy Company. The sample size is 132 out of 200 employees using the Raosoft sample size calculator

(population= 200 staff, margin of error=5%, confidence interval=95%). A simple random sampling method is utilized and data collection is also performed mainly online survey method using Google Forms. The data collection time was from April 2024 to May 2024.

Both the descriptive method and linear regression analysis are used to analyze the collected data. Secondary data is gathered from textbooks, international research papers, articles, relevant websites, records, and documents of the human resources department at KTK Pharmacy Company.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one is an introduction, and it includes the rationale of the study, objectives of the study, scope and method of the study, and Organization of the study. Chapter two presents literature reviews including theoretical concepts, relates to job satisfaction, the Organizational commitment, turnover intention and the conceptual framework of the study. Chapter three focuses on the profile and job satisfaction practices of KTK Pharmacy Company. Chapter four presents the analysis of job satisfaction, Organizational commitment and turnover intention. Finally, Chapter five describes the findings and discussions, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter delves into the theoretical background of the variables used in this study. It covers the theories, definitions, and importance of job satisfaction, Organizational commitment, and turnover intention. Additionally, it reviews previous research paper on how job satisfaction affects turnover intention through Organizational commitment at KTK Pharmacy Company. The chapter concludes with a detailed description of the conceptual framework.

2.1 Factors Influencing Job Satisfaction

Key factors influencing job satisfaction include salary, promotion opportunities, supervision quality, relationships with colleagues, and access to professional development. These elements play pivotal roles in shaping employees' contentment and commitment within their roles, crucial for maintaining a productive and engaged workforce.

2.1.1 Salary

Salary plays a fundamental role in shaping job satisfaction by directly affecting an employee's financial well-being and perceived value within an organization. It represents more than just monetary compensation; it reflects how an organization values its employees' contributions relative to market standards and their job responsibilities (Heneman & Judge, 2000). Adequate and equitable compensation is essential for attracting and retaining skilled employees. When employees feel their salary is fair and competitive, it enhances their job satisfaction, as they perceive their efforts are appropriately recognized and rewarded (Ng et al., 2005).

Conversely, perceptions of inadequate compensation can lead to dissatisfaction, demotivation, and increased turnover rates. Research underscores that competitive salaries not only contribute to job satisfaction but also bolster morale and productivity within organizations (Ng et al., 2005). Therefore, organizations must regularly review and adjust their compensation packages to align with industry standards and ensure fairness. By doing so, they foster a sense of financial security and recognition among employees, which is crucial for sustaining a motivated and committed workforce.

2.1.2 Promotion

Promotion opportunities are critical for job satisfaction as they provide employees with clear paths for career advancement and professional growth. Employees who perceive realistic opportunities for upward mobility within their organization are more motivated and engaged in their work (Pouliakas, & Theodossiou, 2005). The prospect of promotion not only signifies recognition of an employee's accomplishments but also enhances their sense of achievement and commitment to the organization.

Organizations that prioritize transparent and merit-based promotion processes demonstrate a commitment to employee development and fairness (McCausland et al., 2005). Conversely, a lack of promotion opportunities can lead to feelings of stagnation and frustration, prompting talented employees to seek career advancement elsewhere. By fostering a culture that values internal talent development and offers clear career progression paths, organizations can significantly enhance job satisfaction and retention rates.

2.1.3 Supervision

Effective supervision is another significant factor influencing job satisfaction. Supervisors play a crucial role not only in overseeing daily tasks but also in providing support, feedback, and guidance to employees (Tepper, 2000). When supervisors are perceived as fair, competent, and supportive, it fosters a positive work environment characterized by trust, open communication, and clarity in roles and expectations.

Good supervision enhances job satisfaction by ensuring that employees feel valued and understood in their roles. It facilitates professional growth and development through constructive feedback and opportunities for skill enhancement (Tepper, 2000). Conversely, poor supervision characterized by favoritism, lack of support, or inconsistent management practices can lead to dissatisfaction, reduced morale, and increased turnover intentions among employees. Therefore, investing in supervisor training and development is crucial for cultivating strong leadership and maintaining high levels of job satisfaction across the organization.

2.1.4 Colleagues

Relationships with colleagues significantly affect job satisfaction by shaping the work environment's social dynamics and interpersonal interactions. Positive relationships among coworkers foster a sense of camaraderie, collaboration, and mutual support, which are essential for creating a positive and productive workplace (Chiaburu & Harrison, 2008). When employees have good rapport with their colleagues, they are more likely to feel satisfied with their job and engaged in their work.

Strong coworker relationships contribute to a sense of belonging and shared purpose within the organization, enhancing teamwork and collective productivity (Chiaburu & Harrison, 2008). Conversely, conflicts or strained relationships among colleagues can lead to job dissatisfaction, stress, and reduced job performance. Therefore, fostering a culture of mutual respect, teamwork, and inclusivity is crucial for promoting positive coworker relationships and enhancing overall job satisfaction.

2.1.5 Professional Development

Professional development opportunities are essential for job satisfaction as they enable employees to acquire new skills, enhance their knowledge, and advance in their careers within the organization (Maurer & Lippstreu, 2008). Organizations that invest in employee development demonstrate a commitment to nurturing talent and supporting career growth, which contributes to higher levels of job satisfaction and employee retention.

Professional development initiatives can include training programs, workshops, mentoring, and educational opportunities that align with employees' career goals and organizational needs (Maurer & Lippstreu, 2008). These initiatives not only enhance employees' competencies and job performance but also increase their sense of value and engagement within the organization. Employees who perceive their organization's commitment to their professional growth are more likely to be motivated, productive, and loyal.

Conversely, a lack of opportunities for professional development can lead to feelings of stagnation and dissatisfaction among employees, prompting them to seek career advancement elsewhere. Therefore, organizations must prioritize and tailor professional

development initiatives to meet individual and organizational needs, thereby fostering a culture of continuous learning, growth, and job satisfaction.

2.2 Job Satisfaction

Job satisfaction is a multifaceted concept that reflects an individual's overall contentment with their job. It encompasses various elements such as the nature of the work, compensation, promotional opportunities, relationships with colleagues, and the work environment. According to Locke (1976), job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. High levels of job satisfaction are associated with numerous positive outcomes, including increased productivity, enhanced performance, reduced absenteeism, and lower turnover rates (Judge et al., 2010).

A key factor in job satisfaction is the alignment between an employee's expectations and the realities of the job. When employees find their work meaningful and feel that their contributions are valued, they are more likely to be satisfied with their jobs. Supportive relationships with supervisors and colleagues further enhance job satisfaction by fostering a positive and collaborative work environment (Chiaburu & Harrison, 2008). Conversely, dissatisfaction can stem from factors such as inadequate pay, lack of career advancement opportunities, and poor management practices, leading to increased turnover intention (Greenberg, 1990).

The overall contentment of employees in their roles plays a crucial role in their performance and commitment to the organization. Job satisfaction not only improves individual productivity but also enhances the overall organizational climate. When employees are satisfied, they tend to exhibit greater loyalty, which reduces turnover rates and the associated costs of hiring and training new staff. This is particularly important in sectors such as pharmaceuticals, where the loss of experienced employees can be detrimental to operational efficiency and innovation (Asbari, 2019).

Moreover, job satisfaction contributes to better mental health and well-being among employees. A supportive work environment where employees feel recognized and rewarded for their contributions can significantly reduce stress and burnout. This, in turn, leads to a more engaged and motivated workforce. Employees who are satisfied with their

jobs are more likely to go above and beyond in their roles, contributing to higher levels of customer satisfaction and overall business success (Judge et al., 2010).

Furthermore, the concept of job satisfaction extends beyond the individual to affect team dynamics and organizational culture. High job satisfaction among employees fosters a positive workplace culture characterized by cooperation, mutual respect, and collective effort towards common goals. This positive culture not only enhances the work experience for employees but also makes the organization more attractive to potential recruits, thus aiding in talent acquisition and retention (Chiaburu & Harrison, 2008).

In the context of organizational commitment, job satisfaction is a critical antecedent. Employees who are satisfied with their jobs are more likely to develop a strong sense of attachment to the organization. This commitment translates into lower turnover intentions and a greater willingness to invest in the organization's success. Organizational commitment acts as a mediator between job satisfaction and turnover intentions, highlighting the importance of fostering job satisfaction to retain top talent (Meyer & Allen, 1991).

Organizations aiming to enhance job satisfaction should focus on creating a supportive work environment that addresses the diverse needs of their employees. This includes providing opportunities for professional growth, ensuring fair and competitive compensation, and fostering positive relationships within the workplace. By understanding and addressing the factors that contribute to job satisfaction, organizations can build a motivated and committed workforce that drives sustained success (Greenberg, 1990).

2.3 Turnover Intention

Turnover intention is a critical concept in organizational behavior, representing an employee's inclination or intention to leave their current position or organization within a foreseeable timeframe. This phenomenon carries significant implications for organizational stability, productivity, and the financial costs associated with recruitment and training (Griffeth et al., 2000). High turnover intention often translates into actual turnover, disrupting operations and imposing substantial costs on organizations, making it imperative to understand and manage effectively.

The Theory of Planned Behavior provides a foundational framework for understanding turnover intention (Ajzen, 1991). According to this theory, an individual's

decision to stay or leave an organization is influenced by three main factors: their attitudes towards leaving (whether they perceive leaving as favorable or unfavorable), subjective norms (perceived social pressures to stay or leave), and perceived behavioral control (the perceived ease or difficulty of finding alternative employment). This theoretical perspective underscores the rational decision-making process involved in employees' intentions to stay or depart from their current roles.

Among the various factors influencing turnover intention, job satisfaction stands out as a key determinant. Extensive research consistently demonstrates a strong negative correlation between job satisfaction and turnover intention (Tett & Meyer, 1993). When employees are satisfied with their jobs: enjoying their roles, feeling valued, and having positive relationships with colleagues: they are less likely to contemplate leaving the organization. Job satisfaction thus serves as a crucial indicator of employee retention and organizational commitment.

To address turnover intention effectively, organizations can implement targeted strategies aimed at enhancing job satisfaction. Initiatives such as job enrichment, which involves providing employees with more challenging tasks and opportunities for skill development, have been shown to positively affect job satisfaction (Hackman & Oldham, 1976). Additionally, ensuring fair and competitive compensation packages that align with industry standards is essential for retaining talented employees. Competitive salaries not only attract skilled professionals but also contribute to their overall job satisfaction and motivation (Ng et al., 2005).

Career development opportunities also play a pivotal role in mitigating turnover intention. Employees who perceive prospects for growth and advancement within the organization are more likely to remain committed and engaged (Maurer & Lippstreu, 2008). Organizations that prioritize professional development through training programs, mentorship, and educational opportunities signal a commitment to their employees' long-term career success and satisfaction.

Furthermore, fostering a supportive work environment is crucial for reducing turnover intention. A positive organizational culture characterized by transparent communication, fair treatment, and opportunities for employee input promotes trust and loyalty among employees (Schneider et al., 1992). Effective leadership and management

practices that prioritize employee well-being and recognize achievements contribute significantly to job satisfaction and organizational commitment (Judge & Piccolo, 2004).

Beyond job satisfaction, other job-related factors such as job stress and role ambiguity can also influence turnover intention. High levels of job stress, arising from excessive work demands or insufficient resources, can lead to burnout and dissatisfaction among employees (Spector, 1985). Similarly, unclear job roles and responsibilities (role ambiguity) can contribute to job dissatisfaction and increase turnover intentions as employees struggle with uncertainty about their contributions and expectations (Rizzo et al., 1970).

Turnover intention is a complex phenomenon shaped by a variety of factors operating at individual, organizational, and job-specific levels. By understanding these factors and their interrelationships, organizations can develop tailored strategies to enhance job satisfaction, reduce turnover rates, and cultivate a stable and productive workforce. Addressing turnover intention not only helps organizations retain valuable talent but also fosters a positive work environment conducive to employee engagement, organizational commitment, and long-term success.

2.4 Organizational Commitment

Organizational commitment refers to the emotional attachment and loyalty that employees feel towards their Organization. This concept is essential as it influences various workplace outcomes, including turnover intention, job performance, and Organizational citizenship behavior. Highly committed employees are typically more motivated, productive, and less likely to leave, making Organizational commitment a crucial factor in retention strategies (Meyer & Herscovitch, 2001).

Organizational commitment significantly affects turnover intention as well. Meyer and Allen's (1991) three-component model of Organizational commitment-affective, continuance, and normative commitment-suggests that employees who feel an emotional attachment to their Organization (affective commitment), recognize the costs associated with leaving (continuance commitment), and feel a sense of obligation to stay (normative commitment) are less likely to have turnover Intention. Meta-analytic studies have confirmed that higher levels of Organizational commitment are associated with lower turnover Intention (Meyer et al., 2002).

There are three primary dimensions of Organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment relates to the emotional attachment employees have to their Organization, leading them to stay because they want to. Continuance commitment involves the costs associated with leaving the Organization, prompting employees to stay because they need to. Normative commitment is based on a sense of obligation to remain with the Organization, meaning employees stay because they feel they ought to (Allen & Meyer, 1990).

Affective commitment is often viewed as the most critical dimension due to its direct connection to an employee's emotional attachment, identification with, and involvement in the Organization. Employees with high affective commitment are generally more satisfied with their jobs and more productive (Meyer et al., 2002).

Continuance commitment is driven by the perceived costs of leaving the Organization, which can be financial, social, or psychological. Employees with high continuance commitment stay primarily because they believe the costs of leaving are too high. While this can aid retention, it may also result in lower job satisfaction and performance if employees remain out of necessity rather than desire (Allen & Meyer, 1990).

Normative commitment involves a sense of duty to stay with the Organization, influenced by personal values, cultural norms, and Organizational socialization. Employees with strong normative commitment feel they should remain with the Organization, which can help with retention but may lead to feelings of being trapped if not aligned with their personal goals or job satisfaction (Wiener, 1982).

Organizational commitment significantly affects turnover intention. High Organizational commitment generally results in lower turnover intention. Affective commitment, in particular, has a strong negative correlation with turnover intention, as emotionally attached employees are less likely to seek employment elsewhere (Meyer et al., 2002). Continuance and normative commitment also influence turnover intention, though their effects can vary based on the reasons for the commitment (Allen & Meyer, 1990).

Organizational commitment can mediate the relationship between job satisfaction and turnover intention. Satisfied employees are more likely to develop strong Organizational commitment, which subsequently reduces their intention to leave. Studies

express that job satisfaction positively affects Organizational commitment, which in turn negatively affects turnover intention (Amah, 2009).

Organizational commitment is a multifaceted construct that significantly influences employee retention and overall Organizational performance. By understanding and fostering the different dimensions of commitment-affective, continuance, and normative- Organizations can develop effective strategies to enhance employee loyalty, satisfaction, and retention.

2.5 Previous Studies

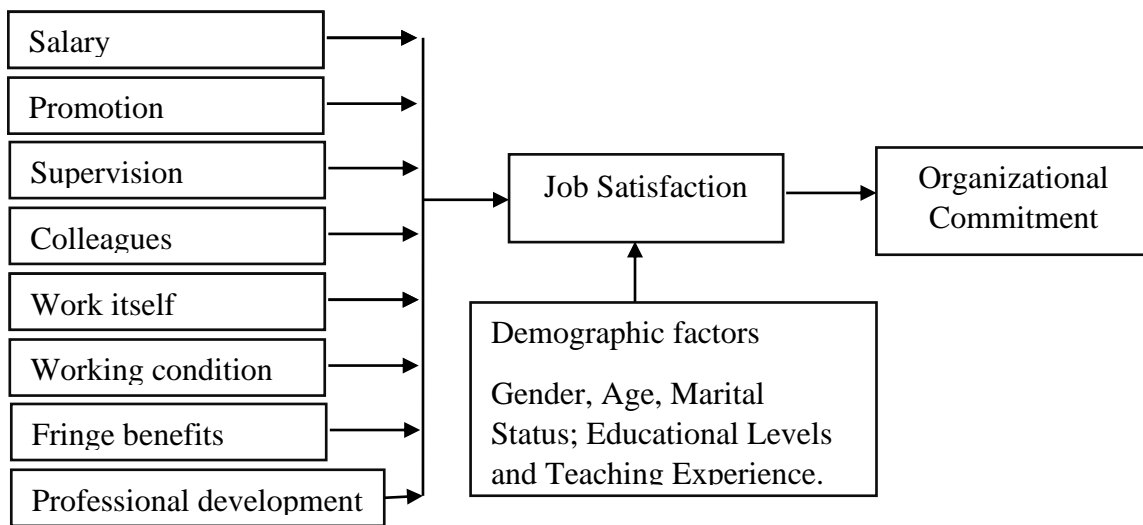
In constructing conceptual framework of the study, previously conducted papers are analyzed and studied. First, the factors influencing job satisfaction on Organizational commitment with demographic factors as mediators are analyzed. Then, the relationship between job satisfaction and turnover intention is presented. After that, own conceptual framework is developed.

Various factors contribute to turnover intention, which can be broadly categorized into individual, Organizational, and job-related factors. Individual factors include demographic characteristics such as age, gender, education, and tenure. Younger employees and those with less tenure are more likely to exhibit higher turnover Intention (Holtom et al., 2008).

2.5.1 Previous Study of Le Hong Linh

This research was developed by Le (2018). This research paper focused on factors affecting job satisfaction of lecturers in Universities of Ho Chi Minh City, Vietnam. The conceptual framework of Le (2018) is shown in the Figure (2.1) as follow.

Figure (2.1) Conceptual Framework of Le



Source: Le (2018)

According to undertaken research framework Figure (2.1), this exploratory study is to find out the researching on factors affecting job satisfaction of lecturers in universities of Hochiminh City of Vietnam, utilized both quantitative and qualitative methodologies. The study surveyed 10 prominent universities known for their extensive training programs and historical significance in higher education in the city. A questionnaire was distributed to 600 lecturers, achieving a valid response rate by collecting 130 usable responses based on Slovin's formula and the Nguyen Van Ngoc technique. This approach ensured reliability given the latest statistics indicating 500 lecturers in these universities (Le, 2018).

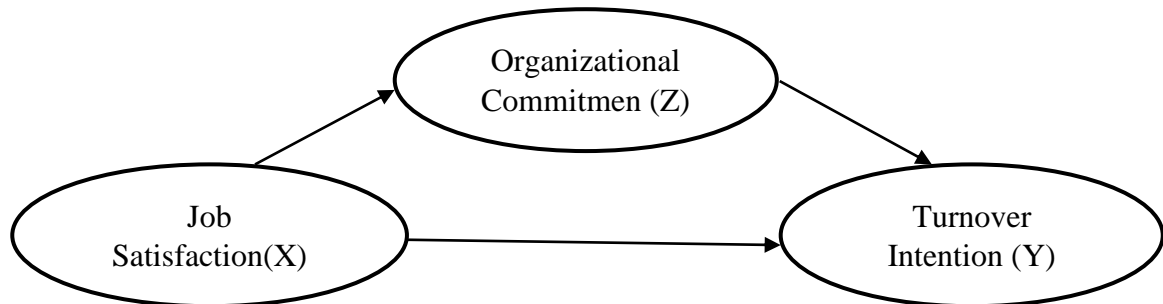
Quantitative data was analyzed using SPSS 20 and AMOS 20, tools frequently applied in economic research to quantify relationships between factors. The research aimed to explore how salary, promotion opportunities, supervision quality, relationships with colleagues, and professional development affect job satisfaction and Organizational commitment. These factors are crucial for developing targeted strategies to enhance employee retention and organizational commitment.

The results highlighted the significant influence of job satisfaction on organizational commitment, emphasizing the need for organizations to focus on these key determinants. Enhancing job satisfaction through competitive salaries, promotion opportunities, quality supervision, positive relationships with colleagues, and access to professional development can help strengthen organizational commitment and foster a stable, dedicated workforce.

2.5.2 Previous Study of Mohyi

This research was developed by Mohyi (2021). This research paper focused on the effect of job satisfaction on turnover intention through organizational commitment as a mediation at University of Muhammadiyah Malang, Indonesia. The conceptual framework of Mohyi (2021) is shown in the Figure (2.2) as follow.

Figure (2.2) Conceptual Framework of Mohyi



Source: Mohyi (2021)

According to Figure (2.2), this conceptual framework examined the relationships between job satisfaction, turnover intention, and organizational commitment using a sample of 56 employees selected through simple random sampling. For data analysis, techniques such as scale range analysis, path analysis, and hypothesis testing were employed. Path analysis was specifically used to determine the contribution of each path coefficient in the relationship between job satisfaction (X), turnover intention (Y), and organizational commitment (Z), as outlined by Kuncoro and Riduwan (2008). The magnitude of the effect for each pathway was calculated by regressing the related variables (Umar, 2008).

The purpose of this study was to describe the turnover intention, job satisfaction, and organizational commitment of employees and to investigate the effect of job satisfaction on turnover intention with organizational commitment as a mediating variable. The sample consisted of 56 employees from Sengkaling Recreation Park Malang, selected through a saturated sampling technique. Using scale range analysis and path analysis, the findings revealed that job satisfaction negatively affects turnover intention, while it positively affects organizational commitment. Furthermore, organizational commitment negatively affects turnover intention, and job satisfaction negatively affects turnover

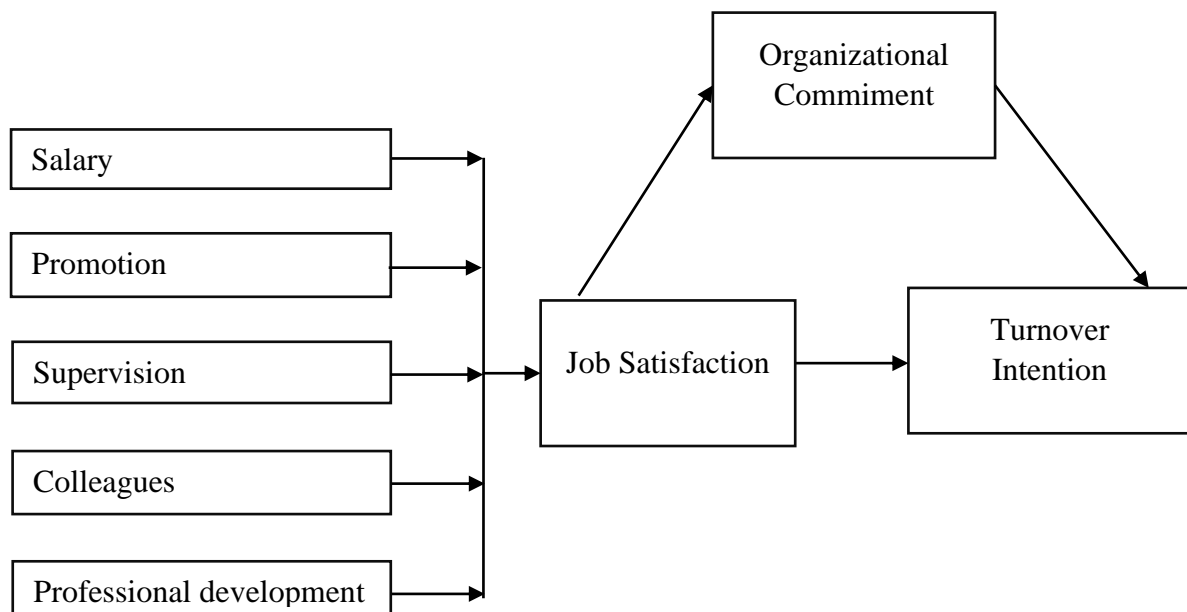
intention through organizational commitment as a mediating variable. The Sobel test confirmed that organizational commitment serves as a mediating variable.

These results highlight the crucial effects of job satisfaction on organizational commitment. To boost organizational commitment, it is essential for organizations to focus on key determinants of job satisfaction. By ensuring competitive salaries, sufficient promotion opportunities, effective supervision, positive coworker relationships, and professional development opportunities, organizations can enhance employees' commitment and decrease turnover rates, ultimately promoting a stable and dedicated workforce.

2.6 Conceptual Framework of the Study

Figure (2.3) presents the conceptual framework of this study. It demonstrates factors influencing job satisfaction and turnover intention with Organizational commitment as mediation effect at KTK Pharmacy Company.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2024)

This conceptual framework illustrates the relationship between dependent and independent variables at KTK Pharmacy Company. In the first stage, factors of job satisfaction are independent variable and job satisfaction is dependent variable. In the second stage, job satisfaction is independent variable while turnover intention is dependent variable and organizational commitment is mediating variable. Job satisfaction

arrangements to organizational commitment are developed from previous study of Le (2018). Job satisfaction to turnover intention through organizational commitment as mediator is developed from previous study of Mohyi (2021). The framework exhibits the factors of job satisfaction, job satisfaction and turnover intention through organizational commitment as mediator are essential at KTK Pharmacy Company.

CHAPTER 3

PROFILE AND JOB SATISFACTION PRACTICES AT KTK PHARMACY COMPANY

This chapter aims to describe a background study of KTK pharmacy Company. In the first section, the profile of KTK Pharmacy Company is explained. It is then followed by the Organization structure of KTK Pharmacy Company and job satisfaction at KTK pharmacy Company. Then, the reliability tests are presented.

3.1 Profile of KTK Pharmacy Company

KTK Pharmacy Company, established in 1986, is a premier pharmaceutical wholesale enterprise situated in the vibrant city of Mandalay, Myanmar. Over the years, KTK Pharmacy has carved out a significant presence in the pharmaceutical distribution sector, providing essential medical supplies, hospital pharmaceuticals, and comprehensive pharmacy services throughout the region. The Company's extensive product range includes medical equipment and a variety of pharmaceuticals crucial for healthcare institutions across Myanmar.

The strategic location of KTK Pharmacy in Mandalay enables it to efficiently serve a wide array of clients, ranging from large hospitals to small pharmacies, ensuring timely delivery of high-quality medical products. The Company prides itself on maintaining a robust supply chain network, which is vital for meeting the healthcare demands of the population. KTK Pharmacy's commitment to quality and reliability has earned it a trusted reputation in the healthcare industry.

The Company operates with a dedicated workforce, with employees who bring a wealth of experience and expertise to the Organization. This Professional developmental team is instrumental in upholding the Company's high standards of service and customer satisfaction. KTK Pharmacy's management system is well-structured, featuring a blend of strategic planning and operational efficiency that allows it to stay competitive in a dynamic market environment. The Company's leadership includes professional development with advanced degrees and extensive backgrounds in healthcare and business management, ensuring that KTK Pharmacy Company remains at the forefront of the industry.

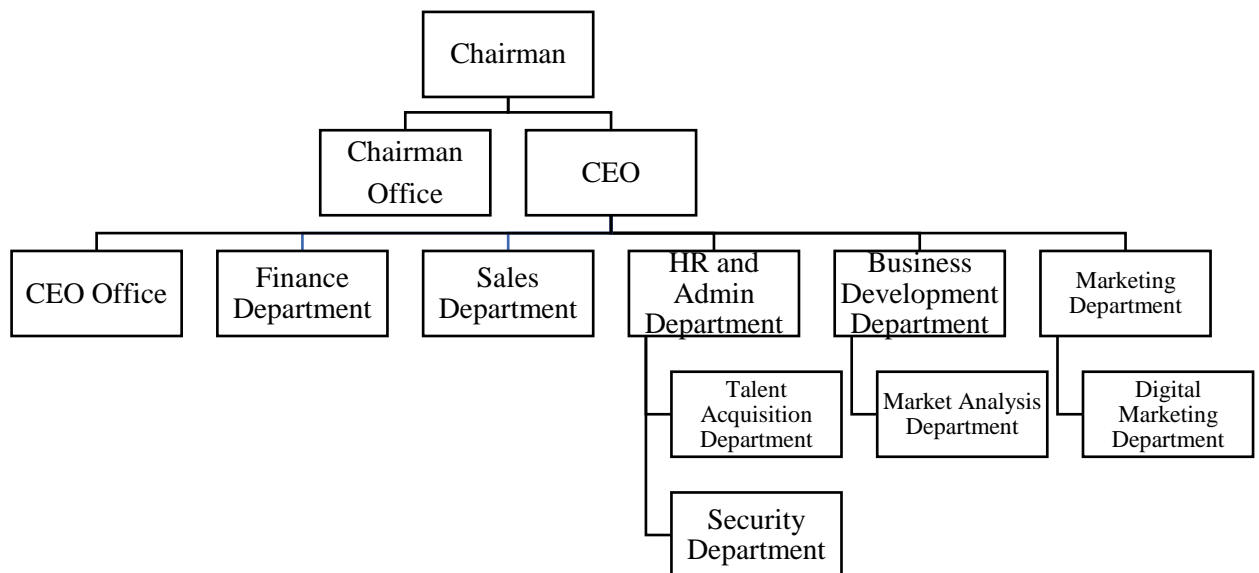
3.1.1 Vision, Mission and Core Values

The vision of KTK Pharmacy Company is to become the leading provider of high-quality pharmaceuticals and medical supplies in Myanmar, ensuring accessible healthcare for all. The mission statement of KTK Pharmacy Company is to deliver reliable, innovative, and affordable pharmaceutical products and services to healthcare providers and patients, enhancing their health and well-being. KTK Pharmacy Company is dedicated to building strong relationships with suppliers and customers, maintaining high standards of service, and continuously improving our operations to meet the evolving needs of the healthcare industry. The objectives of KTK Pharmacy Company are to expand our distribution network across Myanmar, enhance customer satisfaction through exceptional service, and invest in technology and training to ensure the highest quality and efficiency in our operations.

3.1.2 Organization Structure of KTK Pharmacy Company

The Organizational chart of KTK Pharmacy Company is shown in Figure (3.1). KTK Pharmacy Company is organized with six departments.

Figure (3.1) Organization Chart of KTK Pharmacy Company



Source: KTK Pharmacy Company (2024)

KTK Pharmacy Company, a cornerstone in the pharmaceutical sector, operates with a streamlined Organizational structure comprising six essential departments. The CEO Office Department is crucial for guiding the company's strategic direction and

ensuring cohesive management across all areas. The Finance Department oversees the financial health of the Organization, managing budgets, financial planning, and assets. The Sales Department is responsible for product distribution and client relationships, driving revenue through effective sales strategies.

The HR and Admin Department handles personnel management, focusing on employee welfare, recruitment, and providing administrative support throughout the Organization. The Business Development Department leads efforts to expand market reach, establish partnerships, and identify growth opportunities within the pharmaceutical industry. The Marketing Department is instrumental in brand promotion, market positioning, and customer engagement strategies.

Under the leadership of the CEO, KTK Pharmacy Company is committed to excellence, innovation, and ethical practices in pharmaceutical services. This structured approach ensures the company remains competitive, adapts to market trends, and enhances healthcare delivery through a comprehensive range of products and services.

Table 3.1 presents the distribution of employees across the six departments at KTK Pharmacy Company. The company employs a total of 200 staff members, with the majority working in the Sales Department. The detailed numbers and percentages of employees in each department are provided below. The number of employees in each department is described in Table (3.1).

Table (3.1) Number of Employees at KTK Pharmacy Company

Sr. No.	Department	No. of Employees	Percentage
1	CEO Office Department	4	2.0
2	Finance Department	23	11.5
3	Sales Department	126	63
4	HR and Admin Department	17	8.5
5	Business Development Department	9	4.5
6	Marketing Department	21	10.5
	Total	200	100.00

Source: KTK Pharmacy Company (2024)

KTK Pharmacy Company operates with a diverse workforce totaling over 200 employees across various departments. The Organization’s structure includes critical units

such as the CEO Office Department, managing strategic oversight with 4 employees (2.0%); the Finance Department, comprising 23 members responsible for financial management (11.5%); and the Sales Department, the largest team with 126 employees (63%), focused on revenue generation. Supporting these core functions are the HR and Admin Department with 17 employees (8.5%), the Business Development Department employing 9 individuals (4.5%) for growth initiatives, and the Marketing Department contributing with 21 employees (10.5%) for market strategies and customer engagement. Together, these departments form an integrated framework driving KTK Pharmacy Company's operational excellence and strategic growth in the pharmaceutical sector.

3.1.3 CEO Office Department

The CEO Office Department at KTK Pharmacy Company acts as a crucial intermediary between the CEO and both internal and external stakeholders. It is instrumental in providing analytical support to the CEO through tasks like financial analysis, report preparation, and evaluation of potential investments and strategic partnerships. By facilitating access to pertinent data and insights, the department enables informed decision-making processes. Moreover, it manages relationships with key stakeholders, including investors, board members, and government officials, while also handling logistical functions such as meeting Organization, presentation preparation, and addressing external inquiries on behalf of the CEO. Thus, the CEO Office Department plays a vital role in enhancing Organizational effectiveness and ensuring seamless communication within KTK Pharmacy Company.

3.1.4 Finance Department

Under the Finance Department at KTK Pharmacy Company, various specialized teams including Treasury, Revenue, Finance, Logistics & Asset Management, Financial Controller, Reporting, and Cost Optimization are pivotal in ensuring the Organization's financial health and long-term sustainability. These teams are integral in providing timely operational reports and relevant financial data to support decision-making processes by senior management. They collaborate extensively with managers from different departments to formulate and monitor annual budgets and forecasts, providing regular progress updates throughout the fiscal year. Additionally, the Finance Department initiates the budget allocation process and prepares comprehensive fund summaries to facilitate effective financial planning within KTK Pharmacy Company.

3.1.5 Sales Department

The Sales Department at KTK Pharmacy Company is structured with specialized teams like Sales Strategy and Planning, Sales Execution, Customer Relationship Management (CRM), and Sales Support, all crucial for driving revenue and maintaining customer loyalty. These teams develop and implement strategic sales plans that align with the Company's goals, using insights from market trends and customer behavior to spot opportunities. Their focus is on delivering excellent service and value to customers through effective sales tactics and proactive customer engagement. By staying agile and responsive to market changes and customer demands, the Sales Department plays a central role in strengthening KTK Pharmacy Company's market position and achieving sustainable business growth.

3.1.6 HR and Admin Department

The HR and Admin Department at KTK Pharmacy Company is essential in maintaining a productive and secure work environment. It is divided into two key areas: Talent Acquisition and Security. The Talent Acquisition team is responsible for hiring new employees who fit the Company's needs and values. They use strategic planning and innovative recruitment methods to attract top talent and ensure diversity and inclusion within the Company. This helps KTK Pharmacy Company build a strong and dynamic workforce that supports its growth and success.

On the other hand, the Security Department focuses on protecting the Company's assets, staff, and information. They implement strict security protocols and conduct regular safety assessments to identify and mitigate risks. Their proactive measures help maintain a safe working environment and ensure the Company's operational integrity. By working together, the Talent Acquisition and Security teams contribute significantly to the overall well-being and efficiency of KTK Pharmacy Company, making it a secure and desirable place to work.

3.1.7 Business Development Department

The effect of job satisfaction on turnover intention through Organizational commitment is pivotal at KTK Pharmacy Company. Understanding these dynamics is essential for navigating the pharmaceutical industry landscape effectively. Job satisfaction directly influences employee commitment to the Organization, affecting their intention to stay or leave. Within KTK Pharmacy Company, maintaining high levels of job satisfaction

among employees in various departments, including Sales, Marketing, and Business Development, is crucial for minimizing turnover. Organizational commitment, fostered through supportive work environments and effective leadership, plays a critical role in retaining talent and enhancing overall employee satisfaction. By aligning job satisfaction with Organizational goals, KTK Pharmacy Company aims to foster a workplace culture that values employee retention and engagement, thereby driving sustained growth and competitive advantage in the pharmaceutical sector.

3.1.8 Marketing Department

The Marketing Department at KTK Pharmacy Company, along with its Digital Marketing division, serves a critical role in effectively promoting the Company's pharmaceutical offerings. This department employs a blend of traditional and digital marketing strategies aimed at enhancing brand visibility and engaging customers proactively. Utilizing online platforms, social media channels, and digital advertising, the Digital Marketing team targets specific audiences to drive sales and increase customer interaction. They analyze market trends, consumer behaviors, and competitor activities to tailor marketing campaigns that resonate with target demographics. Collaborating closely with Sales and Business Development departments, they ensure alignment of marketing initiatives with overarching business objectives, focusing on expanding market reach and boosting revenue. The Marketing Department at KTK Pharmacy Company is committed to maintaining a robust brand presence, fostering customer loyalty, and expanding market share through innovative marketing strategies and effective communication channels.

3.2 Job Satisfaction Practices at KTK Pharmacy Company

KTK Pharmacy Company recognizes the importance of its employees as valuable assets and is dedicated to creating a work environment that enhances job satisfaction, reduces turnover intention, and strengthens Organizational commitment. To achieve this, the company focuses on five key factors: salary, promotion, supervision, colleagues and professional development.

3.2.1 Salary

KTK Pharmacy Company places a strong emphasis on providing fair and competitive salaries, aligning compensation with industry benchmarks to ensure employee satisfaction. By offering attractive salary ranges, from 300,000 to 1,500,000 Kyats

depending on the position, the company aims to boost job satisfaction and foster a sense of value and recognition among employees. Ensuring fair compensation is essential for retaining staff, as it acknowledges their contributions and efforts. To maintain fairness and competitiveness, KTK Pharmacy Company conducts regular salary reviews and adjustments, which helps keep employees motivated and reduces the likelihood of them seeking employment opportunities elsewhere.

3.2.2 Promotion

Promotions are a key driver of job satisfaction at KTK Pharmacy Company. The company is dedicated to providing clear and attainable paths for career advancement, encouraging employees to progress within the organization through transparent promotion policies based on merit and performance. These policies encompass various aspects of the pharmaceutical industry, including brand marketing, generic drug marketing, PCD pharma franchise, OTC marketing, institutional supply, and online pharmacies. By offering opportunities for growth and development, the company motivates employees to remain with the organization and work towards their career goals. This approach not only enhances employee satisfaction but also contributes to a more stable and experienced workforce, ensuring that employees feel valued and recognized for their potential and hard work.

3.2.3 Supervision

Effective and supportive supervision is critical to job satisfaction at KTK Pharmacy Company. The company ensures that supervisors are well-trained to provide constructive feedback, recognize employee achievements, and offer consistent support to their team members. Maintaining a positive relationship with supervisors helps employees feel valued and appreciated, thus increasing their commitment to the organization. Regular performance reviews and open-door policies facilitate open communication, allowing employees to voice their concerns and seek guidance from their supervisors. This supportive management approach significantly contributes to a more engaged and motivated workforce at KTK Pharmacy Company.

3.2.4 Colleagues

Building positive relationships with colleagues is essential for a positive work environment at KTK Pharmacy Company. The company actively promotes teamwork and

collaboration among its employees to foster strong interpersonal relationships. By organizing team-building activities and encouraging open communication, KTK Pharmacy Company helps employees develop trust and mutual respect. Supportive colleagues play a crucial role in enhancing job satisfaction, making employees feel more connected and engaged with their work. This sense of belonging is integral to reducing turnover intentions, as employees are more likely to stay with the organization when they feel valued and supported by their peers.

3.2.5 Professional Development

Emphasizing professional development, the company offers extensive training programs and educational opportunities. Employees are encouraged to participate in workshops, seminars, and courses to enhance their skills and knowledge. This investment not only boosts individual performance but also demonstrates a commitment to fostering long-term career growth.

Long-term career growth involves supporting employees in advancing within the organization through promotions, expanded roles, and ongoing education. Initiatives like mentorship programs and industry conferences prepare employees to excel and contribute effectively. By nurturing a supportive environment for continuous learning and career development, the company enhances job satisfaction and cultivates a skilled and dedicated workforce.

3.3 Reliability Analysis

Reliability measures the consistency of a research instrument in producing the same results across repeated trials (Mugenda & Mugenda, 1999). An instrument is considered reliable when it accurately measures a variable and yields consistent outcomes over time. This concept also encompasses the internal consistency of research tools, highlighting their ability to produce similar results under consistent conditions. Cronbach's alpha is commonly used to gauge the reliability of various variables, providing estimates of the extent to which score variations are due to chance or random errors (Selltiz et al., 1976). Random errors can affect the reliability of research findings, while a reliable indicator offers data that is not influenced by the characteristics of the indicator, instrument, or measurement design.

In this study, Cronbach's alpha was utilized to evaluate the reliability of the research instrument. This statistic, which ranges from 0 to 1, with higher values indicating greater reliability, was used to analyze the responses to 132 questions for their suitability and internal consistency. The Statistical Package for Social Sciences (SPSS) was employed to calculate Cronbach's alpha, thereby establishing the instrument's reliability.

The survey questions for this study include factors influencing job satisfaction at KTK Pharmacy Company, such as the salary, promotion, supervision, colleagues and professional development. These factors were analyzed to understand their effect on turnover intention through Organizational commitment, aiming to provide insights into enhancing job satisfaction and reducing employee turnover. Table (3.2) displays the calculated Cronbach's alpha for all study.

Table (3.2) Reliability Analysis

Sr. No.	Factors	No. of items	Cronbach's Alpha	Internal Consistency
1	Salary	5	0.803	Good
2	Promotion	5	0.843	Good
3	Colleagues	5	0.883	Good
4	Professional development	5	0.840	Good
5	Supervision	5	0.862	Good
6	Job Satisfaction	5	0.859	Good
7	Turnover Intention	5	0.861	Good
8	Organizational Commitment	5	0.822	Good

Source: Survey Data (2024)

Based on the findings presented in Table (3.2), a thorough reliability analysis was conducted to evaluate various factors influencing Organizational performance at KTK Pharmacy Company.

CHAPTER 4

ANALYSIS OF FACTORS INFLUENCING JOB SATISFACTION AND TURNOVER INTENTION AT KTK PHARMACY COMPANY

In this section are presented reliability analysis, demographic profile of respondents, research on data, and findings from survey questionnaires.

A structured questionnaire with a five-point Likert scale (1: strongly disagree, 2: disagree, 3 neutral, 4: agree, 5: strongly agree) is used to collect the primary data. According to Best (1977), the mean values of five-point Likert scale items are interpreted as follows.

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

The mean score provides an overall measure of the respondents' collective sentiment or opinion on the set of items.

4.1 Demographic Profile of Respondents

In this section, the demographic profile of 132 respondents from KTK Pharmacy Company is shown in the following Table (4.1). In the analysis of the profile of respondents, it focuses on gender, age, work experience, level of education and level of position. For each question, respondents are given multiple choices, out of which they have to choose the most relevant one. Table (4.1) presents the demographic data of the respondents.

Table (4.1) Demographic Profile of Respondents

Sr. No.	Demographic Factors	No. of Respondents	Percentage
	Total Respondents	132	100.00
1	Gender		
	Male	58	56.30
	Female	45	43.70
2	Age Group (Years)		
	Under 21	2	1.94
	21 - 30	27	26.21
	31 - 40	45	43.70
	41 - 50	26	25.24
	Above 50	3	2.91
3	Work Experience		
	Less than 1 year	23	22.33
	2-5 years	41	39.80
	5-10 years	25	24.27
	10 years and above	10	9.70
4	Education level		
	Secondary school	8	7.77
	Diploma	81	78.64
	Bachelor Degree	13	12.62
	Master Degree	13	12.62
5	Level of Position		
	Contract Staff	34	33.01
	Factory Staff	40	38.83
	Junior Staff	17	16.51

Source: Survey Data (2024)

According to the results of Table (4.1), out of 132 respondents, 58 (56.3%) are male, and 45 (43.7%) are female. This gender imbalance in the sample prompts a closer look at the potential effect on the study's conclusions and requires further exploration of underlying factors.

In terms of age distribution, 27 respondents (26.2%) are between the ages of 21 and 30, representing a young group that may influence their responses and behaviors in the

study. In contrast, there is only one respondent (0.9%) above the age of 50, indicating a minimal representation from this older demographic.

Regarding work experience, 41 respondents (39.8%) have between 2 and 5 years of experience, reflecting a significant portion of moderately experienced Professional developmental. Additionally, 23 respondents (22.3%) have less than one year of experience, highlighting the presence of newer employees whose perspectives may differ from their more seasoned colleagues.

When examining educational attainment, the majority of respondents hold diplomas, with 81 individuals (78.6%), indicating a well-educated sample. Furthermore, 13 respondents (12.6%) each have bachelor's and master's degrees, showcasing a considerable level of competency and knowledge within the sample.

In terms of positions within the Company, factory staff represent the largest group, with 40 respondents (38.8%), followed by contract staff with 34 respondents (33%). Junior staff make up 17 respondents (16.5%). This distribution underscores the importance of considering various Professional developmental roles and responsibilities when interpreting the study's findings.

The study at KTK Pharmacy Company included 132 respondents, revealing a diverse demographic profile. Gender distribution was nearly balanced, with 58 males and 45 females. Most respondents were aged between 21 and 40 years, with predominant work experience ranging from 2 to 5 years. Educationally, many held diplomas, with a notable number possessing bachelor's and master's degrees. The workforce comprised contract staff, factory staff, and junior staff, reflecting the organization's varied roles and responsibilities.

4.2 Factors Influencing Job Satisfaction at KTK Pharmacy Company

Key factors considered include the salary, promotion, supervision, colleagues and professional development, job satisfaction, turnover Intention, and Organizational commitment. By addressing these elements, KTK Pharmacy Company aims to enhance job satisfaction, reduce turnover Intention, and strengthen Organizational commitment among employees. Understanding these factors is crucial for evaluating the effectiveness of CSR initiatives in fostering a positive and supportive workplace culture.

4.2.1 Salary of KTK Pharmacy Company

To analyze the salary at KTK Pharmacy Company, five questions were asked 132 employees. The mean value and overall mean value for the salary are presented in Table (4.2) as follows.

Table (4.2) Salary

Sr. No.	Description	Mean
1	Employee salaries are given in accordance with applicable standards.	3.91
2	The salary received matches employee expectations and competencies.	3.85
3	Opportunities for raises are available.	4.03
4	Salary raises are based on work performance and responsibilities.	3.65
5	The Organization's salary policy motivates additional effort.	3.65
Overall Mean Value		3.82

Source: Survey Data (2024)

Based on Table (4.2), mean values (including overall mean) between 3.41 and 4.20 for salary are agree levels. Employees agreed that opportunities for raises are available. Moreover, they agreed that their salaries are given in accordance with applicable standards. In addition, employees agreed that their salaries received matches employee expectations and competencies. Furthermore, salary raises are based on work performance and responsibilities. Additionally, employees felt that the Organization's salary policy motivates them to put in extra effort.

4.2.2 Promotion

To evaluate promotion at KTK Pharmacy Company, five questions were asked 132 employees. The mean values and overall mean value for promotion are detailed in Table (4.3) as follows.

Table (4.3) Promotion

Sr. No.	Description	Mean
1	The promotion basis is fair and satisfactory.	4.01
2	Promotions are assessed based on employee performance and work.	3.93
3	Open opportunities for promotion are provided.	3.86
4	The promotion plan is clearly understood.	3.60
5	The promotion plan motivates additional effort.	3.43
Overall Mean Value		3.77

Source: Survey Data (2024)

According to mean values (including overall mean) between 3.41 and 4.20, as shown in Table (4.3), it can be generally concluded that most employees agree with the promotion system. Employees agree that the basis for promotions is fair and satisfactory and that promotions are assessed based on employee performance and work. They also agree that open opportunities for promotion are provided, which is essential for career growth and motivation. Additionally, employees agree that the promotion plan is clearly understood, indicating transparency in the process. Moreover, employees agree that the promotion plan motivates additional effort, contributing to their overall job satisfaction and engagement.

4.2.3 Supervision

To analyze supervision, five questions are asked 132 employees of KTK Pharmacy Company. The mean values and overall mean score for supervision are detailed in Table (4.4) as follows:

Table (4.4) Supervision

Sr. No.	Description	Mean
1	Satisfaction with work matches personal expectations.	3.49
2	The job aligns with individual abilities.	3.72
3	Work is supported by adequate facilities provided by the Company.	3.66
4	Opportunities to recommend new ideas and solutions are available.	3.69
5	Involvement in decision-making that affects work is present.	3.55
Overall Mean Value		3.62

Source: Survey Data (2024)

According to mean values (including overall mean) between 3.41 and 4.20, as shown in Table (4.4) on supervision, it can be generally concluded that most employees agree with the supervision. Employees agree that the job aligns with their individual abilities, indicating a strong match between skills and tasks. They also agree that opportunities to recommend new ideas and solutions are readily available, promoting innovation. Work is supported by adequate facilities provided by the Company, ensuring effective task completion. Employees further agree on their involvement in decision-making that affects work, reflecting organizational inclusivity. Finally, satisfaction with work meeting personal expectations highlights employees' contentment with their role alignment.

4.2.4 Colleagues

To analyze colleagues at KTK Pharmacy Company, a survey was conducted among 132 employees, focusing on five specific aspects. The mean values and overall mean score for colleagues are summarized in Table (4.5) as follows:

Table (4.5) Colleagues

Sr. No.	Description	Mean
1	Colleagues help each other to complete tasks.	3.86
2	Colleagues exhibit high work motivation.	3.86
3	Colleagues provide solutions when work problems arise.	4.03
4	Colleagues effectively communicate important information.	3.73
5	Colleagues work cohesively towards common goals.	3.72
Overall Mean Value		3.84

Source: Survey Data (2024)

According to mean values (including overall mean) between 3.41 and 4.20, as shown in Table (4.5) on colleagues, it can be generally concluded that most employees agree with the colleagues. Employees agree that colleagues provide solutions when work problems arise, reflecting strong teamwork and problem-solving abilities. They also agree that colleagues help each other to complete tasks effectively, fostering a supportive work environment. Additionally, employees agree that colleagues exhibit high work motivation, contributing positively to team morale and productivity. Moreover, colleagues are seen as effective communicators of important information, further enhancing collaboration and

efficiency. However, while colleagues work cohesively towards common goals, there is potential to strengthen this aspect for greater organizational synergy and achievement.

4.2.5 Professional Development

To evaluate Professional developmental relationships at KTK Pharmacy Company, five questions were asked 132 employees. The mean values and overall mean score for Professional development are detailed in Table (4.6) as follows:

Table (4.6) Professional Development

Sr. No.	Description	Mean
1	Supervision provides necessary support to subordinates.	3.68
2	Subordinates are treated with respect by supervisors.	3.32
3	Clear guidance is provided by supervision to subordinates.	3.58
4	Business goals and objectives are effectively communicated through supervision.	3.39
5	Supervision ensures necessary training is provided.	3.31
Overall Mean Value		3.46

Source: Survey Data (2024)

According to mean values (including overall mean) between 3.41 and 4.20, as shown in Table (4.6) on professional development, it can be generally concluded that most employees agree with on profession. Employees generally agree that supervision provides necessary support to subordinates, ensuring they receive adequate guidance and training. They also agree that clear guidance is provided by supervision to subordinates, facilitating understanding of business goals and objectives. However, there is a neutral response regarding how subordinates are treated with respect by supervisors, suggesting a need for improvement in workplace interactions. It is noted that effective communication of business goals and ensuring necessary training are areas where further focus could enhance organizational effectiveness and employee satisfaction. Because the mean scores are existed in the neutral level (2.61-3.40).

4.3 Employee Job Satisfaction

The following Table (4.7) provides insights into employee job satisfaction at KTK Pharmacy Company, based on responses from all participants. The Table details mean

values for five key aspects related to job satisfaction, along with the overall mean score.

Table (4.7) Employee Job Satisfaction

Sr. No.	Description	Mean
1	This job is genuinely enjoyable.	3.82
2	This job is liked more than the average worker's.	3.83
3	Enthusiasm for this job is felt most days.	4.00
4	Real enjoyment is found in this job.	3.72
5	There is a fair level of satisfaction with this job.	3.70
Overall Mean Value		3.81

Source: Survey Data (2024)

Based on Table (4.7) on employee job satisfaction, the mean values, including the overall mean of 3.81, indicate that employees generally agree with positive statements about their job satisfaction at KTK Pharmacy Company. Employees agree that enthusiasm for this job is consistently felt most days, indicating sustained enjoyment and engagement in their work. They also agree that this job is genuinely enjoyable, reflecting their positive perception and satisfaction with their role. Moreover, employees agree that they find real enjoyment in this job, showing a genuine sense of fulfillment.

4.4 Organizational Commitment of KTK Pharmacy Company

The analysis of Organizational commitment at KTK Pharmacy Company explores their perceptions using a five-point Likert scale. Organizational commitment is assessed through five specific questions, and the mean values are summarized in Table (4.8) below.

Table (4.8) Organizational Commitment

Sr. No.	Description	Mean
1	Leaving the Organization now does not feel right, even if advantageous.	3.89
2	A sense of obligation to the people here prevents leaving the Organization.	3.88
3	Leaving the Organization now would induce guilt.	4.05
4	There is a strong obligation to stay with the current employer.	3.72
5	The organisatio's problems feel personal.	3.71
Overall Mean Value		3.85

Source: Survey Data (2024)

According to Table (4.8) the mean values, including the overall mean of 3.85 for Organizational commitment, indicate agreed levels. Employees agree that leaving the Organization now would induce guilt, demonstrating a strong personal connection and commitment. They also agree that leaving the Organization now does not feel right, even if advantageous, highlighting their emotional attachment. Employees agree that there is a sense of obligation to their colleagues, which deters them from leaving the Organization, emphasizing strong interpersonal bonds and loyalty. Additionally, they agree that the Organization's challenges feel personal, indicating a deep identification with these issues.

4.5 Turnover Intention

The following Table (4.9) employee turnover intention at KTK Pharmacy Company provides key insights into employee Intention to leave the Organization, detailing mean values across five specific questions.

Table (4.9) Turnover Intention

Sr. No	Turnover Intention	Mean
1	Leaving the Organization now does not feel right, even if advantageous.	3.94
2	A sense of obligation to the people here prevents leaving the Organization.	4.06
3	Leaving the Organization now would induce guilt.	4.02
4	There is a strong obligation to stay with the current employer.	3.86
5	The Organization's problems feel personal.	4.04
Overall Mean		3.98

Source: Survey Data (2024)

Based on Table (4.9) on turnover intention, the mean values indicate agree level among employees regarding their commitment and connection to KTK Pharmacy Company. Employees agree that leaving the organization now would induce guilt, reflecting a deep personal commitment. They also agree that a sense of obligation to their colleagues prevents them from leaving, highlighting strong interpersonal bonds. Additionally, employees agree that the organization's problems feel personal, indicating a deep identification with company challenges. Moreover, they agree that there is a strong obligation to stay with the current employer, underscoring loyalty and dedication.

4.6 Analysis of Factors Influencing Job Satisfaction at KTK Pharmacy Company

Table (4.10) presents an analysis of factors influencing job satisfaction at KTK Pharmacy Company. The Table includes unstandardized coefficients, standardized coefficients, t-values, significance levels, and variance inflation factors (VIF) for each independent variable.

Table (4.10) Factors Influencing Job Satisfaction

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.284	0.373		0.763	0.447	
Salary	0.137	0.088	0.130	1.562	0.121	1.733
Promotion	0.144	0.092	0.135	1.555	0.122	1.863
Supervision	0.519***	0.114	0.391	4.546	0.001	1.836
Colleagues	0.189**	0.086	0.211	2.118	0.030	2.312
Professional development	0.209**	0.087	0.221	2.410	0.017	2.082
R				0.702		
R Square				0.493		
Adjusted R Square				0.473		
Durbin-Watson				2.277		
F Value				24.517***		

Source: Survey Data (2024)

Note: *Significant at 1% level, **Significant at 5% level, ***Significant at 10% level

According to the results of Table (4.10), the R-value is 0.702, and since the R² value is 0.493, the model can explain the variation in job satisfaction at KTK Pharmacy Company well. With an adjusted R square value of 0.473, the model can explain 47.3% of the variance of the independent as well as dependent variables. All VIF values are under 10, indicating the lack of multicollinearity issues among the independent variables. The Durbin-Watson value is 2.277, showing there is no autocorrelation in the sample. Based on the F value of 24.517, the overall model is highly significant at a 1% level; it can be assumed that this specific model is valid.

With a standardized coefficient (Beta) value of 0.391 and a significance level of 0.001, it is clear that effective supervision is strongly correlated with higher job satisfaction among employees. This implies that when supervisors provide adequate support, guidance, and feedback, employees feel more satisfied with their jobs. The high VIF value of 1.836 indicates that supervision is a critical factor that contributes to job satisfaction without causing multicollinearity issues.

Colleagues also have a notable effect on job satisfaction, with a standardized coefficient (Beta) of 0.211 and a significance level of 0.030. This explores that positive relationships and collaboration among colleagues enhance job satisfaction. When employees work in a supportive and cooperative environment, they are more likely to enjoy their work and feel satisfied with their job. The VIF value of 2.312 for colleagues indicates that while this variable is important, it does not excessively overlap with other independent variables in the model.

Professional development is another significant factor influencing job satisfaction, as indicated by a standardized coefficient (Beta) of 0.221 and a significance level of 0.017. Opportunities for professional growth and career advancement contribute to higher job satisfaction among employees. When employees perceive that they have avenues for development and progression within the company, they are more likely to be satisfied with their jobs. The VIF value of 2.082 indicates that professional development is an essential variable in the model, contributing positively to job satisfaction without introducing multicollinearity concerns.

Based on the survey results, effective supervision, positive interactions with colleagues, and opportunities for professional development significantly enhance job satisfaction at KTK Pharmacy Company. These factors, including quality supervision, supportive colleague relationships, and avenues for career growth, play crucial roles in fostering a supportive and motivating work environment.

4.7 Analysis on Mediating Effect of Organizational Commitment between Job Satisfaction and Turnover Intention at KTK Pharmacy Company

To test the mediating effect of Organizational commitment between job satisfaction and turnover Intention the following steps are followed:

1. Total effect thought regression analysis on the effect of the independent variable on the dependent variable.
2. Regression analysis on the effect of the independent variable on the mediating variable.
3. Regression analysis on the effect of the independent variable on the mediating variable on the dependent variable.
4. Sobel Test for the significance of mediating variable.

5. Finding indirect effect, direct effect, and total effect.

4.7.1 Analysis on Mediating Effect of Organizational Commitment between Job Satisfaction and Turnover Intention

As a first step, the direct effect of job satisfaction (independent variable), and turnover Intention (dependent variable) is analyzed. The results are shown in Table (4.11).

Table (4.11) Effect of Job Satisfaction on Turnover Intention

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std Error				
(Constant)	2.285	0.263		8.691	0.001	
job satisfaction	0.445***	0.068	0.496	6.516	0.001	1.000
R	0.496					
R Square	0.246					
Adjusted R Square	0.240					
Durbin -Waston	1.857					
F Value	42.457***					

Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to Table (4.11), the regression model accounts for 24.6% of the variance in turnover Intention with job satisfaction as the independent variable. The F-value of 42.457, significant at the 1% level, indicates the model's overall significance, indicating that job satisfaction significantly influences turnover intention at KTK Pharmacy.

The coefficient for job satisfaction (0.445, $p < 0.001$) reveals a positive effect on turnover Intention. This indicates that higher levels of job satisfaction among employees support with lower turnover intention within the Organization. Further analysis is required to explore how Organizational commitment mediates this relationship effectively.

These findings underscore the importance of fostering job satisfaction to mitigate turnover Intention at KTK Pharmacy. Enhancing employee satisfaction through targeted initiatives could potentially contribute to greater Organizational stability and performance.

Table (4.12) Effect of Job Satisfaction on Organizational Commitment

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std Error				
(Constant)	1.653	0.302		5.474	0.001	
Job Satisfaction	0.588***	0.078	0.549	7.493	0.001	1.000
R	0.549					
R Square	0.302					
Adjusted R Square	0.296					
Durbin -Waston	1.928					
F Value	56.139***					

Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to Table (4.12), the linear regression model explains 30.2% of the variance in Organizational commitment with job satisfaction as the independent variable. The F-value of 56.139, significant at the 1% level, indicates the overall model's significance, suggesting that job satisfaction significantly influences Organizational commitment at KTK Pharmacy.

The coefficient for job satisfaction (0.588, $p < 0.001$) reveals a positive effect on Organizational commitment. This indicates that higher levels of job satisfaction among employees correlate with stronger Organizational commitment within the Organization.

Table (4.13) Effect of Organizational Commitment between Job Satisfaction and Turnover Intention

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std Error				
(Constant)	1.765	0.273		6.464	0.001	
Job Satisfaction	0.260***	0.077	0.290	3.400	0.001	1.432
Organizational Commitment	0.315***	0.072	0.376	4.403	0.001	1.432
R	0.587					
R Square	0.345					
Adjusted R Square	0.335					
Durbin -Waston	1.869					
F Value	33.927***					

Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to the results in Table (4.13), the linear regression model explains 34.5% of the variance in turnover Intention with job satisfaction and Organizational commitment as independent variables. The F-value of 33.927, significant at the 1% level, indicates the overall model's significance, suggesting that both job satisfaction and Organizational commitment significantly influence turnover Intention at KTK Pharmacy.

The coefficient for job satisfaction is 0.260 ($p < 0.001$), showing a positive effect on turnover Intention. This indicates that higher job satisfaction is associated with lower turnover Intention. The coefficient for Organizational commitment is 0.315 ($p < 0.001$), also showing a positive effect, meaning that stronger Organizational commitment is linked to reduced turnover Intention.

Further analysis is necessary to test the mediating effect of Organizational commitment between job satisfaction and turnover Intention. This step is essential to fully understand how Organizational commitment can be leveraged to mitigate turnover Intention effectively. By focusing on initiatives that improve both job satisfaction and Organizational commitment, KTK Pharmacy Company can foster a more stable and committed workforce.

**Table (4.14) Sobel Test Result for Mediating Test for Organizational Commitment
Between Job Satisfaction and Turnover Intention**

Input			Test Statistic:	Std. Error:	p-value:
a	0.588	Sobel Test:	3.78392481	0.04894918	0.00015437
b	0.315	Aroian Test:	3.75926362	0.04927029	0.00017041
S _a	0.078	Goodman Test:	3.80907779	0.04862594	0.00013949
S _b	0.072	Reset all	Calculate		

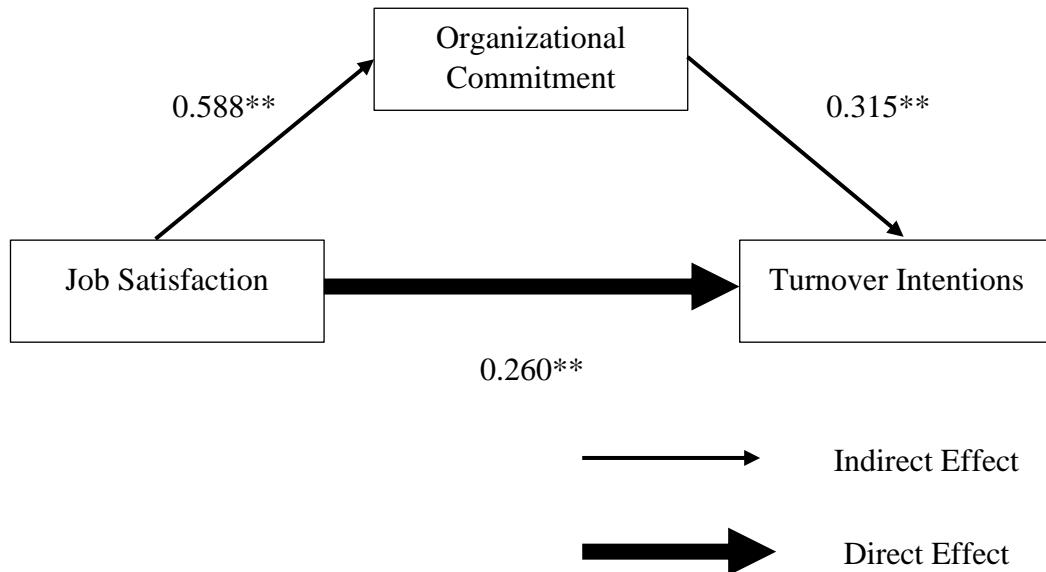
Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to the result of Table (4.14), the p-value 0.00015437 is less than 0.01. Thus, there is a mediating effect of Organizational commitment between job satisfaction and turnover Intention at 99 % significant level. The total effect, direct effect, and indirect effect are as follows:

Total Effect	= 0.445
Direct Effect	= 0.260
Indirect Effect	= 0.588 x 0.315 = 0.185
Direct Effect + Indirect Effect	= Total Effect
0.260 + 0.185	= 0.445

Figure (4.1) Mediating Effect of Organizational Commitment between Job Satisfaction and Turnover Intention



Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

The results indicate a significant positive effect of job satisfaction on turnover Intention, as shown in Figure (4.1). There is also a significant positive effect of job satisfaction on Organizational commitment and a significant positive effect of Organizational commitment on turnover Intention. Thus, Organizational commitment mediates the relationship between job satisfaction and turnover Intention at KTK Pharmacy Company.

One of the key practices that the Company supports is enhancing job satisfaction, which is crucial for fostering Organizational commitment among employees. Job satisfaction significantly effects both Organizational commitment and turnover Intention, as employees who are satisfied with their jobs are more likely to develop a strong commitment to the Organization. This commitment, in turn, reduces their Intention to leave the Company.

According to the findings, job satisfaction directly influences turnover Intention, as well as indirectly through Organizational commitment, which acts as a mediator. This means that job satisfaction not only directly affects turnover Intention but also improves Organizational commitment, which subsequently decreases turnover Intention. Therefore, the Company encourages and facilitates job satisfaction through various means, such as

providing a supportive work environment, recognizing employee achievements, and offering opportunities for Professional developmental growth and development.

By focusing on initiatives that enhance job satisfaction, KTK Pharmacy Company can foster stronger Organizational commitment, which in turn can effectively reduce turnover Intention. This approach helps the Company retain valuable employees and create a more stable and committed workforce, ultimately contributing to the Organization's success and growth.

CHAPTER 5

CONCLUSION

This chapter is divided into three sections: findings and discussion, suggestions and recommendations, and the need for further research. The findings and discussion section presents the implications derived from analyzing the effect of job satisfaction on turnover intention through Organizational commitment at KTK Pharmacy Company. The suggestions and recommendations section offers actionable insights based on the research results. Finally, the need for further research section outlines potential areas for future studies.

5.1 Findings and Discussions

The analysis of the data revealed several significant findings related to the conceptual framework of job satisfaction and its effect on turnover intention. The conceptual framework encompasses factors influencing job satisfaction, including salary, promotion, supervision, colleagues, professional development, organizational commitment and turnover intention.

The study at KTK Pharmacy Company surveyed 132 respondents, with 58 males and 45 females. Most respondents were aged 21 to 40 years and had 2 to 5 years of work experience. Educational backgrounds varied, with many holding diplomas and others possessing bachelor's and master's degrees. The workforce included contract, factory, and junior staff, reflecting diverse roles and responsibilities within the organization.

Based on the mean value analysis, employees at KTK Pharmacy Company generally agree with the salary levels, finding them aligned with standards and motivating them to put in extra effort. Employees also agree with the promotion system, deeming it fair, transparent, and conducive to career growth. Supervision is viewed positively, matching their abilities, encouraging innovation, and involving them in decision-making. Colleagues are seen as supportive, effective communicators who contribute to team morale and productivity. Finally, employees agree that supervision provides necessary support and training, with clear guidance on business goals, though respectful treatment of subordinates can improve.

From the analysis of job satisfaction's effect on turnover intention, it is evident that job satisfaction plays a crucial role in reducing turnover intention. Higher job satisfaction leads to a decrease in employees' desire to leave the organization, emphasizing the need to foster a positive work environment. Enhancing job satisfaction can lead to increased organizational stability and performance. Efforts to boost employee satisfaction are vital for retaining talent and ensuring the long-term success of the company. This highlights the importance of implementing initiatives that improve job satisfaction to effectively manage turnover intention.

From the analysis on job satisfaction's effect on Organizational commitment, it is clear that KTK Pharmacy Company values job satisfaction to boost loyalty, engagement, and productivity. Employees feel a strong connection to the company, which discourages them from leaving. Fostering job satisfaction builds a committed workforce and enhances overall employee well-being, including emotional and mental health. This commitment allows employees to experience greater satisfaction in both their professional and personal lives, increasing overall happiness and dedication to the Organization.

The analysis shows that both job satisfaction and Organizational commitment significantly influence turnover intention at KTK Pharmacy. Higher job satisfaction and stronger Organizational commitment are linked to reduced turnover intention. This underscores the importance of enhancing job satisfaction and Organizational commitment to foster a stable and committed workforce. Further analysis is needed to understand the mediating role of Organizational commitment between job satisfaction and turnover intention. By focusing on initiatives that improve both aspects, KTK Pharmacy Company can effectively mitigate turnover intention.

According to the results of the study, both job satisfaction and Organizational commitment have a positive effect on reducing turnover intention at KTK Pharmacy. Job satisfaction and Organizational commitment significantly contribute to retaining employees, with job satisfaction being particularly influential. However, it is crucial not to overlook the importance of Organizational commitment. Efforts should be made to enhance both job satisfaction and Organizational commitment to effectively reduce turnover intention and foster a more dedicated and stable workforce.

5.2 Suggestions and Recommendations

KTK Pharmacy Company should prioritize competitive salary structures that not only meet industry norms but also align with employees' expectations based on their roles and responsibilities. Ensuring fairness and transparency in compensation practices is crucial to enhancing job satisfaction and reducing turnover rates.

To enhance job satisfaction, KTK Pharmacy Company should establish a transparent and merit-based system for promotions. Offering equal opportunities for career advancement based on performance helps instill a sense of fairness and encourages employees to strive for excellence in their positions.

Effective supervision is critical to fostering job satisfaction at KTK Pharmacy Company. Supervisors should align job roles with employees' strengths, encourage innovative thinking, and provide adequate support and guidance. A supportive supervisory approach contributes significantly to boosting employee morale and productivity.

Promoting teamwork and collaboration among colleagues at KTK Pharmacy Company contributes to creating a positive workplace environment. Employees who feel supported by their peers and can rely on teamwork tend to experience higher job satisfaction and contribute more effectively to achieving organizational goals.

Investing in comprehensive professional development initiatives is essential for KTK Pharmacy Company to promote continuous employee growth and skill enhancement. By offering opportunities for learning and career advancement, the company demonstrates its commitment to fostering employee success and overall job satisfaction.

KTK Pharmacy Company should prioritize initiatives that enhance job satisfaction to mitigate turnover intention. Implementing strategies such as competitive compensation, career development opportunities, and supportive work environments can effectively reduce turnover rates. Fostering a culture of feedback, promoting employee well-being through wellness programs, and implementing recognition schemes are crucial steps to improve overall job satisfaction and retention among employees. These efforts will contribute to a more stable workforce and enhance organizational performance at KTK Pharmacy.

KTK Pharmacy Company should focus on enhancing job satisfaction to strengthen organizational commitment among its employees. By investing in initiatives that promote

job satisfaction, such as providing opportunities for career growth, fostering a supportive work environment, and ensuring fair compensation, KTK Pharmacy Company can bolster employees' commitment to the organization. This approach is crucial for cultivating a motivated workforce and improving overall organizational performance.

KTK Pharmacy Company should prioritize initiatives aimed at enhancing job satisfaction and organizational commitment among its employees to effectively reduce turnover intention. The findings emphasize that higher job satisfaction correlates with lower turnover rates, while stronger organizational commitment further mitigates turnover. This highlights the importance of fostering a supportive work environment, providing career development opportunities, and promoting a culture that values employee well-being and engagement. By focusing on these areas, KTK Pharmacy Company can cultivate a more resilient and dedicated workforce, ultimately improving organizational stability and performance.

By implementing these suggestions and recommendations, KTK Pharmacy Company can boost employee satisfaction, reduce turnover, and cultivate a more committed and productive workforce. Prioritizing fair compensation, transparent promotion practices, supportive supervision, strong teamwork of colleagues, and robust professional development will create a positive workplace environment, enhancing morale, engagement, and overall organizational performance. These efforts will strengthen KTK Pharmacy's competitive edge and ensure sustained growth and success in the industry.

5.3 Needs for Further Research

Future research should focus on exploring how organizational commitment mediates the intricate relationship between job satisfaction and turnover intention at KTK Pharmacy Company. This investigation holds promise in uncovering effective retention strategies and methods to sustain a productive work environment. By understanding the mechanisms through which organizational commitment influences turnover intention, researchers can provide actionable insights to enhance employee loyalty and reduce turnover rates.

Moreover, there is a crucial need for further investigation into the specific factors influencing job satisfaction and organizational commitment within KTK Pharmacy. Conducting in-depth qualitative studies or longitudinal surveys would enable researchers

to uncover nuanced insights into the impact of leadership styles, workplace culture, and organizational policies on employee attitudes and behaviors. Such studies could reveal critical aspects that contribute to or detract from job satisfaction and organizational commitment, thereby guiding targeted interventions to strengthen these factors.

In conclusion, future research should continue to explore how job satisfaction shapes organizational commitment and affects turnover intention at KTK Pharmacy Company. By focusing on these areas, researchers can develop evidence-based strategies that promote employee satisfaction, foster deeper commitment, and ultimately reduce turnover. This research agenda aims to support KTK Pharmacy Company in enhancing organizational resilience, fostering a supportive workplace environment, and achieving sustainable growth in the long term.

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APPENDIX-I
QUESTIONNAIRE
FACTORS INFLUENCING JOB SATISFACTION AND TURNOVER
INTENTION AT KTK PHARMACY COMPANY

Dear KTK Pharmacy Company Team Members,

My name is San Tun, as an MBA student at Yangon University of Economics, I am conducting a survey for the thesis " **Factors Influencing Job Satisfaction and Turnover Intention at KTK Pharmacy Company.**" The purpose of this research is to analyze factors influencing job satisfaction and turnover intention through the Organizational commitment in KTK Pharmacy Company. I highly appreciated your time spent participating in this survey.

Section A: Demographic information

Instruction: Please choose the most relevant answer by ticking (✓) only one of the boxes provided for each question.

A1. What is your gender?

- Male
- Female

A2. What is your age group?

- Under 21 years
- 21-30 years
- 31-40 years
- 41-50 years
- Above 51 years

A3. What is your year of service?

- Less than 1 year
- 1 to 2 years
- 2 to 5 years
- 5 to 10 years
- Over 10 years

A4. What is your highest level of education?

- Secondary School
- Diploma
- Bachelor
- Master

A5. What is your employment position?

- Contract Staff
- Factory Staff
- Junior Staff

Section B: Factors influencing Job Satisfaction at KTK Pharmacy Company

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

Salary						
No.	Statement	1	2	3	4	5
1.	I feel the Company has given employee salaries in accordance with applicable standards.					
2.	I received a salary in accordance with my expectations and in accordance with their competencies.					
3.	I got a chance for a raise.					
4.	I receive a raise based on work performance and my responsibilities towards work.					
5.	I feel that the salary policy of the Organization motivates me for more effort.					
Promotion						
No.	Statement	1	2	3	4	5
1.	I am happy with the basis used for promotion.					
2.	I am happy with the assessment for promotion based on employee performance and work.					
3.	I feel happy because there are open opportunities to be promoted.					
4.	I have a clear understanding of my promotion plan.					

5.	I feel that promotion plan of the Organization motivates me for more effort.					
----	--	--	--	--	--	--

Supervision

No.	Statement	1	2	3	4	5
1.	The job meets my personal expectations.					
2.	My abilities align well with the requirements of the job.					
3.	The company provides adequate facilities to support my work.					
4.	I have opportunities to suggest new ideas and solutions.					
5.	I am involved in decision-making that impacts my work.					

Colleagues

No.	Statement	1	2	3	4	5
1.	I enjoy working with colleagues who help each other get the job done.					
2.	I enjoy working with colleagues who have high work motivation.					
3.	I enjoy working with colleagues who can provide solutions when there are work problems.					
4.	I feel that my co-workers do a great job informing me about things that affect my work.					
5.	I feel that my co-workers are working cohesively and towards a common goal.					

Professional development						
No.	Statement	1	2	3	4	5
1.	I am happy with superiors who can provide support to their subordinates.					
2.	I am happy with a boss who treats his subordinates well.					
3.	I feel happy because the boss has given good guidance to subordinates.					
4.	I feel that my boss effectively communicates business goals and objectives to me.					
5.	I feel that my boss trains me in whenever necessary.					

Section C: Organizational Commitment of KTK Pharmacy Company

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

No.	Statement	1	2	3	4	5
1.	Even if it was to my advantage, I do not feel it is right to leave this Organization now.					
2.	I would not leave this Organization right now because I have a sense of obligation to the people in it.					
3.	I would feel guilty if I left my Organization now.					
4.	I feel an obligation to remain with my current employer.					
5.	I really feel as if this Organization's problems are my own.					

Section D: Employee Job Satisfaction of KTK Pharmacy Company

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

No.	Statement	1	2	3	4	5
	In my current job, this is how I feel about-					
1.	I definitely like my job					
2.	I like my job better than the average worker does					
3.	Most days I am enthusiastic about my job					
4.	I find real enjoyment in my job					
5.	I feel fairly well satisfied with my job					

Section E: Employee's Turnover Intention

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

No.	Statement	1	2	3	4	5
1.	In the last six months I have thought of quitting my job.					
2.	I frequently think about quitting my job in this Organization.					
3.	I plan to quit my job in this Organization					
4.	I have a desire to leave my job in this Organization					
5.	I have actively searched for a new job in other Organizations.					

APPENDIX II

STATISTICAL OUTPUT

Analysis of the factors influencing job satisfaction at KTK Pharmacy Company

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.702 ^a	.493	.473	.38264	2.277

a. Predictors: (Constant), Salary, Professional development, Promotion and Colleagues

b. Dependent Variable: Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.947	5	3.589	24.517	.000 ^b
	Residual	18.448	126	.146		
	Total	36.395	131			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Salary, Professional development, Promotion and Colleagues

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.284	.373		.763	.447		
	Salary	.137	.088	.130	1.562	.121	.577	1.733
	Promotion	.144	.092	.135	1.555	.122	.537	1.863
	Supervision	.519	.114	.391	4.546	.001	.545	1.836
	Colleagues	.189	.086	.211	2.118	.030	.432	2.312
	Professional development	.209	.087	.221	2.410	.017	.480	2.082

a. Dependent Variable: Job Satisfaction

Effect of Job Satisfaction on Turnover Intention

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.496 ^a	.246	.240	.40640	1.857

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Turnover Intention

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.012	1	7.012	42.457	.000 ^b
	Residual	21.471	130	.165		
	Total	28.483	131			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Satisfaction

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.285	.263		8.691	0.001		
	Job Satisfaction	.445	.068	.496	6.516	0.001	1.000	1.000

a. Dependent Variable: Turnover Intention

Effect of Job Satisfaction on Organizational Commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.549 ^a	.302	.296	.46654	1.928

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Organizational Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.219	1	12.219	56.11	.000 ^b
	Residual	28.296	130	.218		
	Total	40.515	131			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job Satisfaction

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.653	.302		5.474	0.001		
	Job Satisfaction	.588	.078	.549	7.493	0.001	1.000	1.000

a. Dependent Variable: Organizational Commitment

Mediation Effect of Organizational Commitment between Job Satisfaction and Turnover Intention

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.058 ^a	.345	.335	.38039	1.869

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction

b. Dependent Variable: Turnover Intention

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.818	2	4.909	33.927	.000 ^b
	Residual	18.665	129	.145		
	Total	28.483	131			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.765	.273		6.464	.001		
	Job Satisfaction	.260	.077	.290	3.400	.001	.698	1.432
	Organizational Commitment	.315	.072	.376	4.403	.001	.698	1.432

a. Dependent Variable: Turnover Intention

Sobel Test

Input		Test Statistic:	Std. Error:	p-value:	
a	0.588	Sobel Test:	3.78392481	0.04894918	0.00015437
b	0.315	Aroian Test:	3.75926362	0.04927029	0.00017041
S _a	0.078	Goodman Test:	3.80907779	0.04862594	0.00013949
S _b	0.072	Reset all	Calculate		