

DOES THE EMPLOYEE INTEND TO STAY OR LEAVE THE COMPANY? THE EFFECT OF JOB SATISFACTION

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ABSTRACT

This study aims to verify the effect of job satisfaction on the intention to stay or leave the company. A quantitative research was conducted with individuals actively engaged in the job market, holding formal employment contracts. Participants received a link to a questionnaire containing questions formulated to assess how satisfaction may influence the intention to stay or leave the company. The results highlighted the influence of satisfaction on the intention to stay or leave the company. Employees satisfied with their company establish a reciprocal relationship, benefiting both the company, which gains engaged employees, and the employees, who feel motivated to perform their tasks. This symbiotic relationship reinforces the importance of considering satisfaction as a determinant in employee retention and turnover.

Keywords: Satisfaction, Intention to stay, Intention to leave.

INTRODUCTION

Understanding and ensuring job satisfaction can become a strategy for employee retention. An important point of study is how satisfaction translates into extended employee tenure within the company.

Keeping employees engaged and productive is essential, given that the workday occupies the majority of the day. Maintaining employee satisfaction ultimately reduces the likelihood of them wanting to leave the company (CLARO; PROFETA, 2018). Thus, since employees spend the majority of their day in the workplace, feeling satisfied and valued by the company makes all the difference (BARBOSA et al., 2017).

The Human Resources department plays a crucial role in improving the company's competitiveness as it is responsible for monitoring employee satisfaction. Therefore, with the growing presence of technology in people's lives, it can be an effective analysis tool. It is increasingly common for people to express dissatisfaction

on social media. This can be a valuable tool to assess employees' views regarding the company.

By appropriately using available resources, the company can collect internal data to analyze profiles and enhance communication with its employees. This will allow saving time by focusing on aspects that truly influence the employee's decision and understanding how different areas of the company deal with it. Therefore, this study aims to verify the effect of job satisfaction on the intention to stay or leave the company.

JOB SATISFACTION

Job satisfaction is a recurring issue as it is a factor that influences various areas of a company. Any aspect related to productivity involving human activity deserves a closer look and a more detailed analysis. This is because satisfaction is a variable feeling from person to person (MARTINEZ; BEZERRA, 2003).

Although studies on satisfaction are extensively explored in psychology, many theories and research in the field of management also rely on this factor to achieve more positive outcomes in people management. It is known that motivated and satisfied individuals tend to be more productive than those who are demotivated and dissatisfied (BARBOSA et al., 2017).

An appropriate set of external factors, those provided by the company meeting at least the minimum expectations of employees, may not result in a high level of satisfaction. However, these factors contribute to preventing unwanted employee dissatisfaction. In addition to these factors, there are internal and personal factors that vary for each individual. Feeling useful and recognizing that one's contributions have value in the company helps stimulate satisfaction in the workplace. Therefore, delegating tasks in a way that highlights their importance in the company's processes is crucial to stimulate in employees the sense of relevance within the company (GALVÃO; GALVÃO, 2020).

One aspect that requires a clear distinction to avoid confusion is the relationship between motivation and satisfaction. A person's motivation is triggered by situations or challenges that drive them at specific moments. On the other hand, satisfaction encompasses a series of factors that meet people's general needs (GIRARDI et al., 2023).

Therefore, in the business context, it is necessary to recognize that motivated

employees play an important role. However, it is essential to understand that motivation is a phenomenon with an expiration date. Having satisfied employees indicates that the company is able to meet what these employees need to perform their functions effectively and productively (SANTOS et al., 2016).

RESEARCH METHOD

The research sample was defined using the convenience sampling technique, considering the accessibility and availability of respondents to participate in the research. This resulted in a sample of 96 respondents.

The data collection process was based on a structured questionnaire that included the core study questions, along with sociodemographic questions aimed at characterizing the research sample's profile. The core study questions were measured as follows:

a) Satisfaction: Satisfaction was measured with 5 items (Appendix), using a 5-point Likert scale, where 1 stands for strongly disagree and 5 for strongly agree (MOQBEL et al., 2013).

b) Intention to stay: The intention to stay in the company was measured with 4 items (Appendix), using a 5-point Likert scale, where 1 stands for strongly disagree and 5 for strongly agree (KUMAR; SUNTHOSH, 2014).

c) Intention to leave: The intention to leave the company was measured with 5 items (Appendix), using a 5-point Likert scale, where 1 stands for strongly disagree and 5 for strongly agree (LI et al., 2017).

Additionally, the following sociodemographic variables were considered:

a) Gender: Aiming to identify whether the employee is male or female, measured by a dichotomous question.

b) Age: Aiming to identify the employee's age, measured by an open-ended question.

c) Education: Aiming to identify the employee's level of education, measured by a multiple-choice question based on the classification of the Brazilian Institute of Geography and Statistics (IBGE).

d) Income: Aiming to identify the employee's income bracket, measured by a multiple-choice question based on the classification of the IBGE.

The questionnaire was developed and made available through the Google

Forms platform. Before initiating the survey, validation by experts, including professors, was conducted, and a pre-test involved three respondents to identify potential errors or comprehension difficulties. After these validation steps, the online questionnaire was made available to all participants. They accessed the questionnaire through a link generated on the platform and distributed via messaging apps such as *WhatsApp*, as well as through direct messages on social media platforms such as *Facebook* and *Instagram*.

After the collection, all data obtained from the responses were compiled in an Excel spreadsheet. In this step, the data were formatted and analyzed. Responses that aligned with the research expectations were validated, while those showing inconsistencies were discarded, ensuring the integrity of the research. An analysis of sociodemographic data was performed to gain a deeper understanding of the participants' profiles.

The spreadsheet was reviewed and adjusted according to the necessary standards for import. Subsequently, the data were imported into the Statistical Packages for the Social Sciences (SPSS) software to enable statistical analyses.

The study questions were grouped into variables and subjected to a validity analysis, where all variables obtained alpha coefficients exceeding 0.700, validating the internal consistency of the scales and the reliability of the collected data for analysis. After this validation, the questions were consolidated according to their respective variables, allowing for the conduct of linear regression analyses to explore potential relationships between dependent and independent variables.

RESULTS AND DISCUSSIONS

The research sample consisted of 96 participants actively engaged in the workforce, distributed across administrative (54.2%), commercial (34.3%), and logistics (11.5%) sectors. Respondents' age ranged from 17 to 51 years, with an average age of 27.33 years.

Regarding gender, 65.6% of respondents are female, and 34.4% are male. Concerning the level of education, diversity is noticeable, ranging from completed (15.6%) and incomplete (1.1%) high school to completed (26.0%) and incomplete (44.8%) higher education. Additionally, 11.5% of participants have completed or incomplete specialization or MBA, and 1.0% have completed or incomplete master's

or doctoral degrees.

Concerning income, participants reported earning between 1 and 10 minimum wages. It is relevant to mention that the question regarding monthly income was presented in class intervals, ensuring the confidentiality of respondents and minimizing the exposure of personal information. Thus, privacy was maintained, ensuring autonomy and impartiality in the responses.

To verify the effect of job satisfaction on the intention to stay or leave the company, the linear regression analysis technique was employed. Two linear regression models were developed: (1) to evaluate the relationship between satisfaction and the intention to stay in the company; (2) to assess the relationship between satisfaction and the intention to leave the company (Table 1).

Table 1
Summary of Multiple Linear Regression Models

Model	R	R ²	Adjusted R ²	Standard error estimated	Durbin-Watson
1	0.765	0.585	0.581	0.637	2.228
2	0.550	0.302	0.295	1.036	2.041

Source: Prepared by the authors.

The explanatory power of Model 1 reached 58.5% ($R^2 = 0.585$), while that of Model 2 was 30.2% (Adjusted $R^2 = 0.302$). Thus, it was observed that both models exhibit a good explanatory power for the dependent variables, i.e., the intention to stay or leave the company. However, to assess the adequacy of these models to the data, the analysis of variance (ANOVA) technique was employed to verify if the proposed models differ from a model without explanatory variables (Table 2).

Table 2
Analysis of Variance Test for Linear Regression Models

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.767	1	53.767	132.466	0.001
	Residual	38.154	94	0.406		
	Total	91.921	95			
2	Regression	43.685	1	43.685	40.738	0.001
	Residual	100.799	94	1.072		
	Total	144.484	95			

Source: Prepared by the authors.

The analysis of variance indicates that the proposed models are different from a model without explanatory variables, confirming the adequacy of the models to the

data. This allows for evaluating the contribution of independent variables in explaining dependent variables, based on the linear regression coefficients (Table 3).

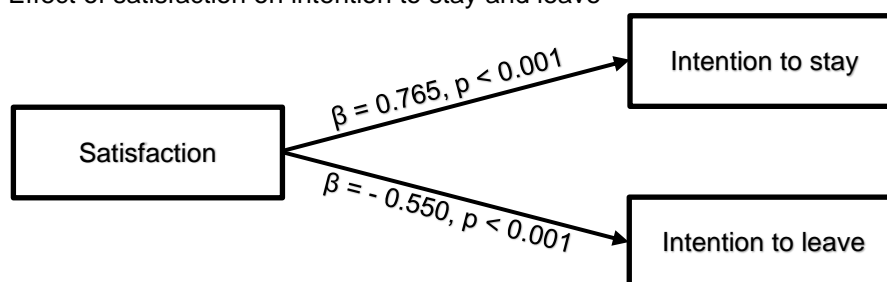
Table 3
Significance Test of Coefficients in the Linear Regression Model

Model		Unstandardized Coefficient		Standardized Coefficient Beta (β)	t	Sig.	Collinearity Statistics	
		Beta (β)	Error				Tolerance	VIF
1	Intention to stay Satisfaction	-0.084 0.895	0.319 0.078	0.765	-0.262 11.509	0.764 0.001	1.000	1.000
2	Intention to leave Satisfaction	5.271 -0.807	0.519 0.126	-0.550	10.159 -6.383	0.001 0.001	1.000	1.000

Source: Prepared by the authors.

In this context, the coefficients reflect the influence of each independent variable in the proposed models (Figure 1). It is observed, in Model 1, that the satisfaction variable ($\beta = 0.765$, $p < 0.001$) has a positive and significant effect on the intention to stay in the company. Therefore, higher satisfaction correlates with a greater tendency for the employee to remain in the company.

Figure 1
Effect of satisfaction on intention to stay and leave



Source: Prepared by the authors.

However, in Model 2, the satisfaction variable ($\beta = -0.550$, $p < 0.001$) shows a negative and significant effect on the intention to leave the company. This implies that lower satisfaction is associated with a higher likelihood of leaving the company.

When analyzing these effects, it stands out that satisfaction has a more substantial influence on the intention to stay with the company. Employee satisfaction, when they choose to remain with the company, contributes to improving the work environment and increasing productivity (GALVÃO; GALVÃO, 2020). In contrast, when satisfaction is low, employees are likely to become demotivated and inclined to seek

other job opportunities (GIRARDI et al., 2023).

CONCLUSION

This study aimed to verify the effect of job satisfaction on the intention to stay or leave the company. Periodic assessment of satisfaction can contribute to the maintenance and engagement of employees in the company.

The study describes the relationship between employee satisfaction and their inclination to remain or leave the company. It was found that an employee satisfied with the work environment is less likely to seek opportunities elsewhere, contributing to a reduction in personnel turnover.

Satisfaction plays a significant role in employee retention. The results indicate that employee satisfaction in the workplace is linked to their continued presence in the company.

The research focused on actively employed individuals with formal employment contracts, ensuring the validity of responses due to the respondents' direct experience. A quantitative approach was employed through anonymous questions distributed via social networks.

To further enrich the insights gained, it is suggested that future research incorporate the perspective of company managers. This would provide a more comprehensive understanding, presenting the viewpoint of those responsible for promoting employee satisfaction and fostering ongoing commitment to company responsibilities. Evaluating managers' perceptions would confirm the idea that the pursuit of employee satisfaction is associated with a reduction in turnover within the company.

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APPENDIX

Items	Mean	Standar Deviation
Satisfaction ($\alpha = 0.908$)		
I am very satisfied with my current job.	4.070	0.824
My current job gives me internal satisfaction.	4.000	0.995
My job gives me a sense of accomplishment.	3.920	1.065
I am very content with my current job.	4.030	0.934
I would recommend this job to a friend if it were advertised.	4.070	1.078
Intention to stay ($\alpha = 0.800$)		
This company is able to retain quality employees.	3.770	1.051
I see myself working for this organization three years from now.	3.970	1.226
Even if I had another job offer that paid more than the current one, I would stay here.	3.000	1.306
I am not concerned about alternative jobs in any other organization.	3.310	1.371
Intention to leave ($\alpha = 0.941$)		

I expect to find a new job within the next year.	2.380	1.431
I am always thinking about quitting my current job.	1.900	1.269
I am planning to leave my job.	2.070	1.386
I am eager to leave my current job.	1.770	1.261
I am not thinking about leaving my current job.	3.670	1.540

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