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THE MODERATING EFFECT OF INTUITIVE AND ANALYSIS COGNITIVE STYLE ON RELATIONSHIP OF JOB SATISFACTION AND TURNOVER INTENTION

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ABSTRACT

The proposed research intend to identify the moderating effect of intuitive and analyst cognitive style on the relationship of job satisfaction and turnover intention of higher education institutions (HEIs) teachers. The study will adopt the job descriptive index (JDI) to measure the job satisfaction and cognitive style index (CSI) to measure the cognitive style and turnover intention questionnaire. The research objectives and conceptual framework that will guide the research are presented along with how data collection methods will be applied to gather relevant and sufficient data. This proposal then turns to detail how the analysis of data will be carried out in accordance with the timeline. Some suggestions are given on how the research findings will be disseminated as the study progresses. Research into the cognitive style, job satisfaction and turnover intention may increase our understanding of turnover intention of employee's and could lead to the development of management policies. This study will develop prior research that has identified a relationship between full range job satisfaction model and turnover intention and will hopefully offer important clarification of the relationship between job satisfaction, turnover intention and cognitive style which focuses on employees. With this the proposed research contributes to the advancement of the conservative job satisfaction and research on turnover intention and cognitive style in particular.

Keywords: Job Satisfaction, Turnover Intention, Cognitive Style, Intuition, Analysis

1. INTRODUCTION

Almost all the organization their management and organizational researchers face the issue of job satisfaction (Shah & Jalees, 2004). The degree of employee's emotional orientation towards the work role employed in the organization is called job satisfaction (Tsigilis & Zachopoulou et al, 2006).   A range of researchers is working on job satisfaction including researchers and government agencies at national and international level. The importance of job satisfaction is widely known because it enhances productivity and work environment. Which in results   reduce the negative aspects of job satisfaction like absenteeism, turnover, negligence at work, termination of service and can increase the mental and physical health of employees (Sattar, khan, Nawaz, 2010).   In the field of job satisfaction researchers have correlate it with efficacy, turnover, absenteeism, organizational commitment, productivity with absolute results (Richard, 1999). Pay, Work, Promotion, Environment, Supervision, and Co-workers are the fundamental attributes of

the job satisfaction in any organization (sokoya, 2000). An attitude or emotional estate to one's job work environment is called job satisfaction and according to Herzberg theory job satisfaction content include the achievement, recognition, responsibility are the factors that motivate employees and increase job satisfaction (Tirmizi et al 2008).

Job satisfaction has been studied in many areas of social psychology, industrial organizational psychology, organizational behavior, personnel and HRM, employee performance, organizational performance, employee involvement and commitment, turnover this make logic that knowledge of determinants, consequences and other correlates job satisfaction can be vital to organizational success (Cranny, Smith, Stone, 1992).

There are lot of changes have been seen in higher education commission of Pakistan in last few years. These changes in HEC of Pakistan can be notices in teaching and teaching staff of Pakistan's higher education institutions. Huge number of scholarships and budget has been allocated for producing quality education for Pakistan's higher education institutions.

Number of studies has been done in this area   organizational behavior (Tarrence & Larsen, 1987). Number of factors has been identified by researchers but all most all are agreed on most important factors pay, supervision, promotion, work, environment and co-workers (Griffin, 2002).

Turnover is the rate of movement of employees around the labor market. The number of factors is responsible for the employees coming in and out of the organizations these reasons may be voluntary or involuntary. The voluntary turnover is like resignation or in the form of retirement and involuntary turnover is in the form of layoff and discharge. There are number of factors responsible for the employees to stay or quit from the organizations these are the pulled pushed and outside factors. The employees are given the alternate options from other organization are called pulled and they leave jobs because of job dissatisfaction in the organization. And they give resign because of outside factors which are not related to job or organization. It is found that job satisfactions can leads to stay/quit in organization (Kim et al, 1996). Recent research has shown that intention to quit may have effect like poor performance orientation, poor OCB (Krishnan &Singh 2010). This study will explore the problems of higher education institution's teachers and the degree of all above mentioned variables. This study included empirical methods of measuring the satisfaction of employee's on five point likert scale questionnaire and CSI and open ended questionnaire. In is obvious that almost all organization face problem of job satisfaction and turnover intention or stay and has become the serious problem for organizations and affecting the performance of the organizations. In an attempt to conceptualize critically and on concrete basis why there is job dissatisfaction among employees towards the organization it is necessary to analyze and examine the causes and factors of job dissatisfaction. The rest of paper contains prior research related to study and methodology.

Objectives of Study

General Objective

- To identify the relationship between job satisfaction and turnover intention and moderating effect of cognitive style.

Specific Objectives

- To identify the relationship between pay and turnover intention
- To identify the relationship between supervision and turnover intention
- To identify the relationship between promotion and turnover intention
- To identify the relationship between work and turnover intention
- To identify the relationship between environment and turnover intention
- To identify the relationship between co-workers and turnover intention
- To identify the moderating effect of cognitive style on relationship between job satisfaction and turnover intention

Hypothesis

Alternate Hypothesis (H1)

- There is significant relationship between pay and turnover intention

Hypothesis 2

Alternate Hypothesis (H2)

- There is significant relationship between supervisory and turnover intention

Hypothesis 3

Alternate Hypothesis (H3)

- There is significant relationship between promotion and turnover intention

Hypothesis 4

Alternate Hypothesis (H4)

- There is significant relationship between work and turnover intention

 Hypothesis 5

Alternate Hypothesis (H5)

- There is significant relationship between environment and turnover intention

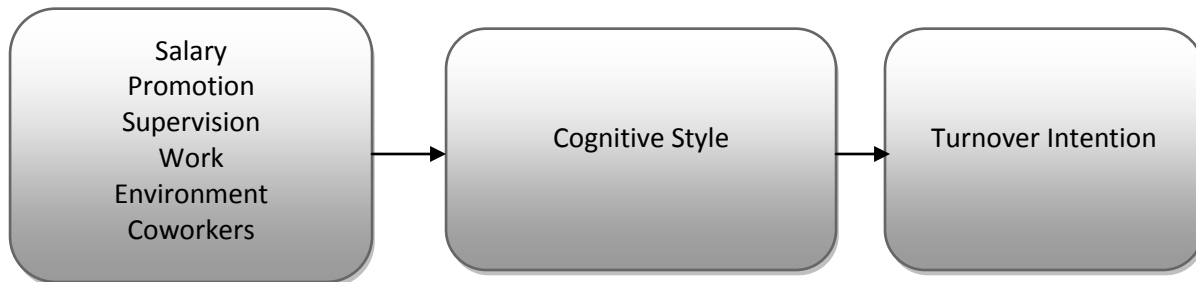 **Hypothesis 6**

Alternate Hypothesis (H6)

- There is significant relationship between co-worker and turnover intention

Hypothesis 7

Alternate Hypothesis (H7)

- Cognitive style significantly moderates or intervenes job satisfaction and turnover intention relationship

Conceptual Framework


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┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│     Salary       │      │                  │      │                  │
│    Promotion     │      │                  │      │                  │
│   Supervision    │  →   │  Cognitive Style │  →   │ Turnover Intention│
│      Work        │      │                  │      │                  │
│   Environment    │      │                  │      │                  │
│    Coworkers     │      │                  │      │                  │
└──────────────────┘      └──────────────────┘      └──────────────────┘
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2. LITERATURE REVIEW

It refers to which extent he/she is satisfied with job or facet of job like pay, supervisor, promotion, work, environment, and co-workers (Cherington, 1994). Job satisfaction is a complex phenomena with multi facets like salary, supervisor, promotion, work, environment, co-workers (Fisher, Locke,1992;xie johns 2000; lane et al, 2010). For researchers job satisfaction has been the most interesting topic in areas of Banks, higher educational institution, public administrations and business. The questions arise why job satisfaction has been researched by researchers is that it has significant association with several variables like it has positive relation with life satisfaction organizational commitment and job performance (de write, 2005; judge et al 1994).

HERZBERG TWO FACTOR THEORY

Herzberg and his team interviewed 200 accountants by using critical incident method as methodology in their research. And their interview was consisting of two questions 1) when did you feel good about job? 2) When did you feel bad about your job? When he analyzed the results he found some factors which he called motivators like work, responsibility, advancement, growth and recognition. These factors have positive effect on employees and bring good results in form of job satisfaction high level productivity (srivastava, 2005).

And the second factors which Herzberg identified as hygiene factors are salary, interpersonal relations with supervisors and peers, work and work environment. Policy of company and administration, security for job and status (Saif etal, 2012 Herzberg et al., 1959). These factors hinder dissatisfaction if company wants to increase satisfaction it must improve the motivators. This shows that Herzberg work is extension of Maslow's work self actualization (Arora, 2000).

FACTORS OF JOB SATISFACTION

PAY

It is true that good salary is predictor of job satisfaction and demand for these kind of jobs remain high and needs good skills , experiences, more responsibilities and challenges (Robinson & coulter, 2005). It is the first utmost facet of job satisfaction for almost all employees of all organizations (Qureshi, 2001). Research also showed that organizations can increase their productivity by fair pay policies (Naval, Shrivastav 2002).

SUPERVISOR

A front line manager who is responsible for supervision of employees (Harry Noon, 2001). Consider supervisors as those employees those are responsible of handling lower level employees (Nel et al, 2004). Supervisor is the team leader who provides behavioral support and other assistance to their staff (Luthans, 2005). It was practical that independent management style of supervision is more common (Naval&shrivastav2002).

PROMOTION

Good promotional policies increase the responsibilities and personal growth and status of workers in society and increase the job satisfaction (Naval & shrivastav,2002). It is defined as the reassigning of employees to higher level of job (Gobbler et al 2002). If fair promotion opportunities are not given to employees than it will reduce the job satisfaction and commitment of employees(In graham, selden, Moynihan 2000).

WORK

Task has to be done is called work(Collins,2004) anything that have to be done that requires energy and effort is called work(south African oxford dictionary,2004). Give your employees to test their skills knowledge and experience if not than it will create frustration among them.

ENVIORNMENT

Research indicated that organizations physical condition and environment and cleanliness attracts the employees and motivate them to work well (Chughtai& zafar2006).

COWORKER

Task independence and open communication helps in increasing the belongingness and increase coordination (Naval & shrivastav2002). It also affects the employees attitude like job satisfaction (Elikson & lodgeson2001).

TURNOVER INTENTION

Employees can be de motivated if they are dissatisfied with the job in result they left the job and will find other suitable job for them. There is strong relationship between job satisfaction and turnover, and if employees are satisfied then turnover rate will be lower (Robinson & coulter, 2005). Ir was found in two investigations that effect of unemployment, labor market factors interact with job satisfaction in prediction of quitting intention (Marrion, 2001). So

those who are less satisfied with job are less committed and left job (rocca & kostanski, 2001). Research on job satisfaction and turnover intention is that much stronger that satisfied employees have low level turnover and dissatisfied have high level turnover(ziauddun,2010). Hirschman in 1970 give exit voice theory for turn over intention. There are two possibilities that unsatisfied workers think that if they talk to supervisors about the problem, one the cost of changing the situation is huge as compared to the reward they get. If he talk to supervisor and try to change the situation is called voice and if he try or leave the organization is called exit.

COGNITIVE STYLE

Up till now there are 71 dimensions' of cognitive style have been identified all of which are bi-polar distinction (Allinson & hayes, 2004). Cognitive style has been defined by Allinson and Hayes (1996) preferred ways of processing information and experiences of individual's. Mesick (1976) said that cognitive style is a way of problem solving, thinking, perceiving and remembering. Kirton (1976) said that all people are problem solvers and all are agent of change. They all use different ways to solve the problems in their own way. Jablokow &booth (2006) they defined cognitive gap as a) difference between difficulty of a specific problem and ability of problem solver seeking the situation b) difference between cognitive styles of problem solvers. The majority of these studies tried to explain the relationship between cognitive style and teachers learning style. Cools (2007) link cognitive style indicator (Knowing, planning & creating) with job satisfaction and intention to quit. However none of the studies try to link cognitive style (intuition, Analyst) with teacher's job satisfaction (Pay, promotion, supervision, work, work environment & co-workers) and intention to quit. In the literature there is lot of discussion by various researchers about different separation of cognitive style dimensions like (Armstrong,2002; Messick,1976; Ridding & Cheema,1991) they all claimed that these differences are used to describe the left brain and right brain thinking but Allinson & hayes(1996) they said its analytic and intuitive.

Allinson & Hayes (1996) introduced the intuition highlights the right brain thinking. Which means immediate judgments based on feelings and the adoption of holistic approach? Person those are intuitivist's they prefer exploring things and open minded approaches to solving problems and making decisions, they are very easy to remember spatial images and they work with best ideas which needs overall assessments. While analyst person they use a structured approach to make decisions and solve problems. They prefer to use systematic methods of investigation; they feel easy with ideas which require step by step process or analysis (Allinson, Armstrong, & Hayes, 2001). This research will focus cognitive style according to Allinson and Hayes (1996) analytic and intuitive dimensions. Cognitive continuum theory supports this cognitive style which was developed in 1987 by Hammond and his colleagues. This theory shows two continua one is cognitive mode ranging from analysis at one end and to intuition at other end and the other is task it ranging from analysis inducing to intuition inducing. If there is good correspondence between task demand and cognitive style used than it is assumed that task performance will be better. It is a belief that idea of cognitive continuum is associated with the preference of individual towards a cognitive mode. This preference or style is measured by cognitive style index. Cognitive style index identified five notional styles. At extreme level there are intuition and analyst styles and in the middle of these two adaptive styles made a balance between two modes. Both sides of adaptive are quasi intuitive and quasi analyst styles prevails (Allinson & Hayes, 2012).

3. Methodology

In this study mixed methods research approaches were used. Open ended questionnaire were chosen to explore the perception of employees. Validated and reliable questionnaire were adapted to identify and investigate the perception of employees about their job. Mixed method research (methodological triangulation) is recognize as research design and give valid and reliable results by combining two methods and gives more clear understanding of problem statement(Polit & Beck,2004). Now a day's combination of mixed methods, multi methods or combining qualitative and quantitative methods is more common without a doubt and some researchers see it as mixed methods or multi methods (Bryman, 2006). Creswell & Plano Clark (2007) defined Mix methods as "a research design with philosophical assumption as well as methods of inquiry. As methodology it involves a philosophical assumption which gives direction of how to collect the data and analyses the data and the mixture of qualitative and quantitative approaches in many phases in research process. It was said that using mix methods strengthened the study and give researchers a more understanding of the problem as compared to single approach (Polit & Beck, 2004: Creswell, clark, 2007). One of the argument is given by researcher is that quantitative research cannot give deeper understanding of people and qualitative research is inadequate because the researchers made interpretations on basis of these difficulties are generalized in the findings(Creswell & Plano Clark, 2007).

In this research researcher used survey research by distributing questionnaires and qualitative research by open ended questionnaires. One of the advantages of employing the survey research is that the format of this research often permits accurate, step by step development and testing of such logical explanation. In this survey research, researcher used the descriptive and inferential statistics in analyzing the data. The descriptive statistics was used to describe the sample and summarizing the data while inferential statistics used to determine the relationship between independent and dependent variables. Researcher gave the questionnaire to respondents in collecting data. The respondents answer the questions in questionnaire form. By using this technique it was easier for researcher to collect data and information researcher want to know in this research. Selected data collection methods were operationalised the research. As part of the survey research strategy triangulation was employed to enrich the data collected that "lead to greater validity and reliability than a single methodological approach" (Denzin, 1970). Both quantitative and qualitative methods for data collection were used so proposed research adopts methodological triangulation (Easterby-Smith, Thorpe & lowe, 1991). Thus primary data was collected through survey questionnaire and open ended questionnaires. The advantage of using multi strategy research e.g questionnaire and open ended questionnaires is that " the results of an investigation employing a method associated with one research strategy were cross checked against the results of using a method associated with other research strategy" (Bryman & Bell, 2003). Questionnaire helped the researcher to collect quantifiable data in a very short time and low cost and data was be in large amount (Bryman & bell, 2003, Robson, 2002) not all information was gathered through questionnaire ,open ended questionnaires might gather more interesting answers and evidence.

Data collection from this study was from support staff of selected organizations. Researcher gave the questionnaire to respondents then was collected after filling. After distributed researcher briefly explained about the purpose in doing the questionnaire after asking their permission for giving the time for explanation and giving them some time for answering the questionnaire.

For analyzing the data SPSS 17 was used and the descriptive and inferential tools were used to analyze the data. Descriptive tools were used to for analyzing both the demographic and research variables for getting the frequency, standard deviation standard error and mean of the data. Inferential tools were used for measuring the relationship of variables having tools like correlation analysis, regression analysis and test of significance. And for open ended questionnaire NVIVO software was used to analyze the results.

4. Discussions

The data was collected from HEIs teachers of public and private sector universities. The opinion of the public and private universities teachers were different about their job and turnover intention. Second thing is that respondents gave different views about their job satisfaction and turnover intention. This was supported by the past studies public sector greek academicians were more satisfied with the salary and supervision in comparison to their co-workers from private sector (Tsiglis et al, 2006). This study used cognitive style as moderator to check whether the HEIs teachers of KPK Pakistan are intuitive in nature or analyst in nature. For this purpose cognitive style index developed by Allinson & hayes 1996 having 38 items , and for job satisfaction questionnaire was adapted from holtum oudejans 2007 measuring salary, supervision, promotion, work, environment, and co-workers on 5 point likert scale ranging from strongly disagree to strongly agree and for turnover intention cohen (1993) proposed three items instrument that measure the turnover intention an organization ranging likert scale strongly disagree to strongly agree.

5. Conclusion

This paper applied previous theories of job satisfaction and turnover and cognitive style. It treats theories of Herzberg two factor theories and exit voice theory of turnover intention and cognitive continuum theory for cognitive style. Turnover intention was influenced by the various factors of job satisfaction. If employees have influence in organisation or they are satisfied with their job then there are less chances of turnover intention.

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