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DO ANTECEDENTS OF JOB SATISFACTION DIFFER BASED ON TURNOVER INTENTION IN AUTOMOTIVE SPARE PARTS SECTOR: CASE OF BOSNIA AND HERZEGOVINA

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Abstract: Purpose — *The aim of this paper is to examine whether antecedents of job satisfaction differ between employees who intend to change their current job and employees who do not want to change their current job.*

Design/methodology/approach — *The study is part of the annual surveying of the retail sector of Auto Milovanovic company from Bosnia and Herzegovina. The sample consisted of 204 respondents who were retail staff, dominantly males (98%) between 31-40 years old (61%), who participated in the survey about employee satisfaction that lasted for two years. In order to provide an answer to the research aim multiple linear regression was conducted.*

Findings — *In the group of employees with high turnover intentions, predictors that significantly predicted job satisfaction were satisfaction with working conditions, salary, and job safety, while the relationship with other employees was a significant predictor of job satisfaction among the employees with low turnover intentions.*

Originality/value — While most of the studies only indicate the existence of an association between job satisfaction and turnover rates, the current study tries to get a deeper understanding about the relationship between job satisfaction and turnover intentions. By exploring antecedents of job satisfaction among two subgroups of employees - those who have high intention to change current work, and employees with low turnover intentions, the study indicates the importance of nurturing good relations between co-workers.

Key words: Job satisfaction, Employee engagement, Antecedents, Turnover, Salary, Job safety, Working condition, Team and co-worker relationship

JEL classification: J01, J21, J28

INTRODUCTION

One of the most important challenges of today are increasing rates at which employees leave jobs for new positions or even entirely different careers. High costs of recruiting and training are forcing HR professionals to better understand reasons behind employee turnover. Decades of the research have led to a uniform conclusion - employee engagement and job satisfaction are one of the most important determinants of employee turnover (Saks, 2006; Abraham, 1999; Sheraz et al., 2014; Randhawa, 2007; Groblena et al., 2016; Reissová and Papay, 2021; Wollard and Shuck, 2011; Miao et al., 2020; Maslach et al., 2001; Shuck et al., 2011; Caplan, 2013; Chandani et al., 2016). While decreasing engagement is costing US business \$300 billion a year in lost productivity (Bates, 2004), more than 60% of new employees in China quitted their jobs within two years (Chinese Turnover and Salary Adjustment Report, 2017 cited in Miao et al., 2020).

Job satisfaction and employee engagement are key drivers of retention, performance, low turnover rates, organizational citizenship behavior and customer-oriented behavior which leads to customer loyalty. Engaged and satisfied employees are entirely committed to success of the company, and are more likely to be advocates of the organization (Mamula et al., 2019; Wollard and Shuck, 2011; Ghlichee and Bayat, 2021).

Many scholars analyzed antecedents of employee engagement and job satisfaction in order to understand what actions should be taken in order to improve job performance. Researchers identified similar drivers for both job satisfaction and employee engagement, which further blurs boundaries between

already difficult-to-separate constructs (Saks, 2006; Chandani et al., 2016; Miao et al., 2020; Wollard and Shuck, 2011; Anitha, 2014; Robinson, 2000; Nienaber and Martins, 2020; Groblena et al., 2016; Sheraz et al., 2014; Riaz and Ramay, 2010).

In addition to similar antecedents, both constructs are negatively correlated with the turnover rates. The lower engagement and satisfaction, the higher intention to change the work (Resissova and Papay, 2021; Sheraz et al., 2014; Groblena et al., 2016). In the next section we will analyze similarities and differences between job satisfaction and employee engagement, and explain our choice to analyze antecedents of job satisfaction instead of employee engagement. Further, we wanted to deepen understanding of nature between job satisfaction and turnover rates, by exploring antecedents of job satisfaction based on employee's turnover intention. Main goal of our study is to examine the determinants of job satisfaction in automotive industry among employees who have high turnover intentions and employees who have low turnover intentions. Our assumption is that the antecedents of job satisfaction will differ based on turnover intentions, which could partially explain different findings related to predictors and potentially create space for concrete measures that could be applied in organization.

1. RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

Employee engagement became dominant construct in the last 30 years (Kahn 1990; Harter et al., 2002; Maslach et al. 2001; Jesuthan, 2003; Schaufeli and Bakker, 2010) and in a way “dethroned” job satisfaction. Many authors tried to make clear distinctions between two constructs, but findings are still ambiguous. While some researchers consider job satisfaction to be predictor or even affective component of employee engagement (Garg and Kumar, 2012; Harter et al., 2002; Djoemadi et al., 2019; Macey and Shneider, 2008), others define employee engagement as the main predictor of job satisfaction as outcome variable (Vorina et al., 2017; Barden, 2017; Moura et al., 2014; Alarcon and Lyons, 2011; Demerouti and Bakker, 2011; Saks, 2006).

Employee engagement can be defined as the “the individual’s involvement and satisfaction as well as enthusiasm for work” (Harter et al., 2002) and as “the psychological state that accompanies the behavioral investment of personal energy” (Schaufeli and Bakker, 2010). The focal point of employee engagement that is less present in the definition of the job satisfaction is: 1. Vigor (willingness to invest their efforts into their job) 2. Absorption (being pleasantly occupied with the work and “loosing track of time”) 3. Dedication (strong, enthusiastic involvement in their work) (Maslach et al., 2001).

Job satisfaction is viewed as a positive emotional state resulting from job experience or positive appraisal of the job (Locke, 1976). Robbins (2003) defines job satisfaction as employee’s overall attitude toward his/her job. The construct still persists in the organizational research because it is perceived as direct link to job performance, wellbeing of workers (McCue and Gianakis, 1997; Sheraz et al., 2014), and has strong connection with employee engagement (ex. Garg and Kumar, 2012; Harter et al., 2002; Djoemadi et al., 2019; Vorina et al., 2017; Barden, 2017).

As previously mentioned, it is hard to make clear distinction between employee engagement and job satisfaction for several reasons. First, numerous studies confirmed high positive relationship between employee engagement and job satisfaction. This means that highly satisfied employee is usually highly engaged at work, and vice versa. Although researchers tried to find different antecedents of employee engagement and job satisfaction (Schneider et al., 2009) antecedents for both constructs are usually the same. For example, Churchill et al. (1974) and Smith et al. (1969) define job satisfaction through relationship with supervisors, the job, the work colleagues, satisfaction with compensation and the promotion opportunities. Decades later, similar factors are confirmed to be significant predictors of employee engagement as well (Kahn, 1990; Mamula et al., 2020; Wollard and Shuck, 2011; Anitha, 2014; Wallace and Trinka, 2009; Xu and Cooper-Thomas, 2011; Gayathri and Saranya, 2020; Chandani et al., 2016; May et al., 2004; Locke and Taylor, 1990; Nawab and Bhatti, 2011; Yaseen, 2013; Njoroge and Josephat, 2015; Darma and Supriyanto, 2017).

Lastly, job satisfaction and employee engagement have same relationship with different job outcomes. High employee engagement and job satisfaction are associated with higher workforce productivity, lower absenteeism, lower job stress

and turnover intentions (Houlihan and Harvey, 2014; Harter et al., 2002; Dupre and Day, 2007).

Despite mentioned similarities, there are clear distinctions between two constructs. Macey and Schneider (2008) explain that engagement includes feelings of persistence, vigor, energy, dedication, absorption, enthusiasm, alertness and pride. Engaged employees feel passionately, are fully present, experience purpose and meaning in their work roles, and are emotionally and intellectually committed to delivering the best performance (Xu and Cooper-Thomas, 2011; Gayathri and Saranya, 2020).

On the other hand, job satisfaction is characterized by a sense of well-being and pleasantness and includes only moderate levels of activation and energy. According to Macey and Schneider (2008) energy and enthusiasm in engagement makes the construct different from satisfaction. However, it is hard to verbally operationalize activation component of engagement in a way that does not lead respondent to give socially desirable answers. For example, Brown and Leigh (1996 as cited in Macey and Schneider, 2008) found guidance in the literature regarding how to measure effort and items that reflect commitment (e.g., “Other people know me by the long hours I keep,”) and work intensity (e.g., “When I work, I really exert myself to the fullest”). By just looking at these few engagement items, is clear that the possibility of giving socially desirable answers is high. Especially if the questionnaire is given to employees in their everyday work setting by HR stuff. In conclusion, it is unclear how biased are questions at measuring activation component of engagement, element that should be crucial in distinguishing engagement from satisfaction. Authors believe that questionnaire might not be the best approach for measuring constructs which contain activation aspects like persistence, vigor, energy, dedication, and enthusiasm. Engagement could be seen as behavioral aspect of job performance. Therefore, observation of employee’s behavior might be less biased and more suitable methodology for measuring engagement. On the other hand, job satisfaction is first and foremost an attitude of at best medium activation level. There is no doubt that job satisfaction operationalized through questions is also susceptible to giving socially desirable answers. Despite those difficulties, attitude can best be discerned through verbalization. Therefore, questionnaire is more suitable method for measuring job

satisfaction. It is important to choose the appropriate methodology for specific construct. Unfortunately, we find this part of research to be often overlooked.

However, for practitioners in everyday job setting it is much easier and practical to give questionnaire to employees than to conduct observational research method. Having in mind high correlation with employee engagement and similar antecedents and associations with job outcomes, we decided to use job satisfaction as our main outcome variable. However, we will not equalize job satisfaction with employee engagement. Job satisfaction is attitudinal component which refers to conscious perception of one's own work. Engagement is the behavioral component that reflect actual behavior on the work. It is not always a consequence of the conscious action of the employee, so it is more adequate to observe the behavior than to verbalize it.

2. ANTECEDENTS OF JOB SATISFACTION AND TURNOVER INTENTION

Despite many attempts to summarize main antecedents of job satisfaction (Kahn, 1990; Saks 2006; Wollard and Shuck, 2011; Anitha, 2014; Gayathri and Saranya, 2020; Chandani et al., 2016; Riaz and Ramay, 2010; Groblena et al., 2016), we still don't have one coherent picture of the factors that are most important for job satisfaction and engagement. Antecedents vary from Kahn's (1990) meaningfulness, safety and availability to Saks's (2006) job characteristics perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice.

Based on the extensive literature review, we tried to classify main factors of job satisfaction. In the process of literature review, 2 main classification criteria were followed:

1. Antecedent needs to be present in majority of reviewed papers in order to confirm validity of the construct
2. Extracted antecedent needs to be relevant for the context of automotive industry

In the following section we will give detailed description of each identified antecedent of job satisfaction.

Supervisor - Influence of managers and leaders on employee engagement and job satisfaction has been confirmed multiple times (Kahn, 1990; Mamula et al., 2020; Wollard and Shuck, 2011; Anitha, 2014; Wallace and Trinkka, 2009; Xu and Cooper-Thomas, 2011; Gayathri and Saranya, 2020; Chandani et al., 2016). Kahn (1990) stresses out importance of providing employees with supportive and trusting environment that allows them to fully invest their energies into their work.

Co-workers - Kahn (1990) noticed that besides supervisor-employee relationship, trusting and supportive interpersonal relationships between team members are equally important for the employee engagement. It's interesting that employees who have good relationship with other team members are more likely to find their job meaningful (May et al., 2004; Locke and Taylor, 1990). Anitha (2014) demonstrated that working environment and co-worker relationship are the most influential factors on employee engagement and job satisfaction.

Compensation - Compensation can be defined as “the ability and responsibility of a company to contribute its employees for their achievement of task and to appreciate their performance” (Darma and Supriyanto, 2017). Although compensation is automatically associated with financial compensation, Simamora (2016. cited by Darma and Supriyanto, 2017) points out that compensation can be financial and nonfinancial. Financial compensation can be salary, bonuses etc., while non-financial compensation refers to occupations with interesting tasks, challenges, responsibilities, recognition, sense of accomplishment etc..

Working conditions - For high employee engagement it is important that responsibilities are clearly defined and that employees understand their role in the organization (Gayathri and Saranya, 2020; Anitha, 2014). Mamula et al., (2020) point out importance of clearly and precisely defined activities like clear and systematic job descriptions and definition of teams and sector requirements, rights and obligations.

Job safety - Mafini and Dlodlo (2014) confirmed that job security is important correlate with employee satisfaction. Perceived job security can be defined as a set of subjective feelings about the future security of an individual's employment

situation (Fullerton and Wallace, 2007) and is recognized by Kahn as one of the necessary conditions for the employee engagement (Kahn, 1990).

Regardless of whether the outcome variable was job satisfaction or employee engagement, all mentioned antecedents unequivocally contributed to the prediction of both constructs. Having in mind close association with turnover intentions, we wanted to find out if job satisfaction predictors would differ depending on the degree of turnover intention among employees. Turnover intention is the antecedent of the actual turnover that is highly expensive (Lambert and Hogan, 2009) because organizations bear the costs of hiring and training of the new employees for the replacement of the employees who leave the job. Therefore, finding significant predictors of job satisfaction among group of employees with high and low turnover intentions could help us better understand the nature of relationship between job satisfaction and turnover intention.

Research aim:

Examine if antecedents of job satisfaction differ between employees who intend to change the current job and employees who do not want to change the current job.

3. METHOD

Sample and procedure

The current study is part of the annual employees surveying of Auto Milovanovic company from Bosnia and Herzegovina, Banja Luka. Auto Milovanovic is a regional leader in the import and sale of original and replacement spare auto parts. The company also offers service and sells auto-related equipment and engine oils. The aim of the survey is to track satisfaction and attitudes about different aspects of work life. Questionnaire consisted of several Likert scale questions or multiple-choice questions. Sample consisted of 204 respondents who were retail staff, dominantly males (98%) between 31-40 years old (61%). Based on respondents' response about their intention to stay in the company, they were split into two subgroups: Employees with high turnover intentions (N=82) and

employees with low turnover intention (N=109). Employees participated in the survey from 2017 to 2019. Questionnaires were distributed to employees in vivo during annual meetings of retail sector. Results analysis was finished in 2020 and the paper which presents them the following year.

4. MEASURES

Turnover intentions - Employees were asked how often they consider leaving current work on a scale from 1 to 4, where 1 indicates very often and 4 means that they never consider changing the current work. Employees who very often (1) or often (2) think about changing the company are employees with high turnover intentions. Employees who rarely (3) or never (4) consider changing the company are employees with low turnover intentions.

Job satisfaction as criterion variable - Employees were asked on a 5-point Likert scale to evaluate satisfaction with their current job.

Antecedents of the job satisfaction - Employees were asked to evaluate satisfaction with several aspects of work on a 5-point Likert scale:

- How satisfied you are with the working conditions?
- How secure your job is?
- How satisfied you are with job organization in your company?
- To what extent is opinion of employee taken into account?
- How satisfied you are with the relationship with your supervisor?
- How satisfied you are with the relationship with other employees?
- How satisfied you are with your salary?
- Please, evaluate relationship between other employees?

Method of analysis

For the purpose of exploring significant antecedents of job satisfaction within each subgroup, we conducted multiple linear regression. Analysis was conducted two times - first on group of employees with high turnover intentions, and second on the group of

employees with low turnover intention. Software packages SPSS v23 has been deployed for data processing and running the aforementioned statistical procedures.

5. RESULTS

Testing assumptions for multiple linear regression

Prior to running multiple linear regression, we wanted to test if all assumptions of the linear model have been met. All predictors in both subgroups had correlational coefficients less than 0.7, and had correlations with criterion variable that are higher than 0.3. Only one predictor in the subgroup of employees with high turnover rates had correlation with criterion variable that was less than 0.3 ($r=.22$). However, considering theoretical importance of the predictor (“To what extent is opinion of employee taken into account”) we decided to keep the item. Variance inflation factor (VIF) (ranging from 1.29 to 2.56) and tolerance statistic (ranging from .39 to .78) also confirmed that the assumption regarding multicollinearity has been met. Table 1a. and table 1b. represent correlations between predictors and criterion variable within each group of employees.

Table 1a. Correlation matrix between predictors and criterion variable among employees with high turnover intentions

	1.	2.	3.	4.	5.	6.	7.	8.	9.
1.Overall job satisfaction	1	0.56**	0.46**	0.34**	0.22*	0.50**	0.26**	0.49**	0.41**
2.Working conditions		1	0.13	0.33**	0.14	0.36**	0.29**	0.22*	0.26*
3.Job security			1	0.24*	0.35**	0.38**	0.23*	0.22*	0.13
4.Job organization				1	0.40**	0.31**	0.24*	0.37**	0.64**
5.Company takes into account opinion of employees					1	0.44**	0.37**	0.20*	0.55**
6.Relationship with supervisor						1	0.37**	0.31**	0.44**
7.Relationship with other workers							1	0.16	0.36**
8.Satisfaction with salary								1	0.45**

9.Relationship
between
coworkers

1

** p<.01; * p<.05

Table 1b. Correlation matrix between predictors and criterion variable among employees with low turnover intentions

	1.	2.	3.	4.	5.	6.	7.	8.	9.
1.Overall job satisfaction	1	0.32**	0.44**	0.33**	0.45**	0.36**	0.44**	0.48**	0.38**
2.Working conditions		1	0.42**	0.45**	0.45**	0.31**	0.20*	0.40**	0.45**
3.Job security			1	0.41**	0.43**	0.46**	0.22*	0.45**	0.39**
4.Job organization				1	0.56**	0.51**	0.35**	0.34**	0.57**
5.Company takes into account opinion of employees					1	0.49**	0.44**	0.43**	0.64**
6.Relationship with supervisor						1	0.33**	0.31**	0.42**
7.Relationship with other workers							1	0.27**	0.53**
8.Satisfaction with salary								1	0.29**
9.Relationship between coworkers									1

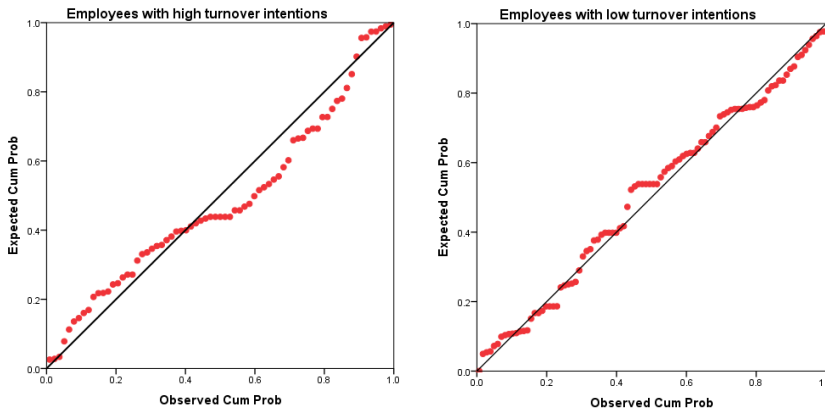
** p<.01; * p<.05

For the purpose of testing correlation between errors we used Durbin-Watson test. Among group of employees with high turnover rates Durbin-Watson test is 1.28, while among employees with low turnover rates test statistic is 1.77. Therefore, we can conclude that residuals in both models are uncorrelated.

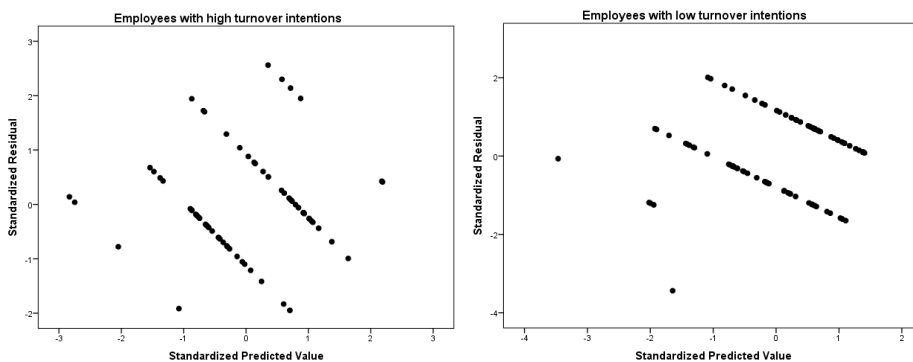
Finally, for testing homogeneity of variance and linearity we analyzed P-P plot and plot of standardized residuals against standardized predictors. Plots show violation of the assumption of homogeneity of variance and linearity. This is somewhat expected finding having in mind small to medium sample size within

each group. In order to overcome this violation of assumptions we conducted bootstrap method to generate confidence intervals and significance tests of the model parameters. Graph 1 presents P-P plot, while graph 2 presents plot of standardized residuals against standardized predicted value within both subgroups.

Graph 1. P-P plot



Graph 2. Plot of standardized residuals against standardized predicted value



Graph 1. Results of the multiple linear regression

After testing the assumptions for linear models, multiple linear regression with bootstrap method was conducted within each subgroup of employees. Overall job satisfaction was criterion variable, while predictors referred to satisfaction with different aspects of work (work conditions, job safety, job organization, relationship with supervisor and other employees, salary, taking into account

opinion of employees). Within group of employees with high turnover intentions, linear composition of predictors significantly predicted 56% of job satisfaction variance ($\text{adjR}^2 = .566, p=.000$). Although same predictors managed to significantly predict overall job satisfaction among employees with low turnover intentions as well, significantly less variance of job satisfaction was explained- 34% ($\text{adjR}^2 = .339, p=.000$).

Predictors that significantly predicted overall job satisfaction among employees with high turnover intentions were satisfaction with working conditions, $b = .32$ [.18, .44], $p=.00$ job safety, $b=.26$ [.08, .41], $p=.01$ and salary, $b=.19$ [.04, .47], $p=.03$ (Table 2).

Table 2. Regression coefficients for overall job satisfaction among employees with high turnover intentions (bootstrap method)

	Unstandardized coefficients		Standardized coefficients	t	Sig.	Confidence interval	
	B	Std. Error	Beta			Lower	Upper
2.Working conditions	.32	.08	.42	4.60	.00	.18	.44
3.Job security	.26	.10	.35	3.74	.01	.08	.41
4.Job organization	-.07	.10	-.10	-0.91	.42	-.26	.16
5.Company takes into account opinion of employees	-.13	.09	-.16	-1.50	.17	-.35	.22
6.Relationship with supervisor	.11	.09	.16	1.54	.22	-.06	.33
7.Relationship with other workers	-.05	.08	-.05	-0.50	.56	-.20	.11
8.Satisfaction with salary	.19	.09	.24	2.57	.03	.04	.47
9.Relationship between coworkers	.20	.13	.25	1.94	.13	-.01	.33

Within subgroup of employees who didn't consider changing current work, only one predictor significantly explained variance of job satisfaction- satisfaction with relationship with other employees, $b=.32$ [.08, .55], $p=.03$ (Table 3).

Table 3. Regression coefficients for overall job satisfaction among employees with low

	Unstandardized coefficients		Standardized coefficients		Sig.	Confidence interval	
	B	Std. Error	Beta	t		Lower	Upper
2.Working conditions	.03	.13	.026	.253	.84	-.237	.327
3.Job security	.16	.09	.194	1.826	.08	-.018	.337
4.Job organization	-.02	.09	-.031	-.267	.78	-.216	.203
5.Company takes into account opinion of employees	.12	.11	.132	1.061	.26	-.098	.365
6.Relationship with supervisor	.05	.10	.054	.502	.64	-.153	.286
7.Relationship with other workers	.32	.14	.264	2.568	.03	.081	.549
8.Satisfaction with salary	.18	.10	.252	2.474	.08	-.010	.365
9.Relationship between coworkers	-.01	.13	-.009	-.073	.95	-.279	.241

6. DISCUSSION

With rapid increase of turnover, many scholars and HR professionals are focused on understanding the causes that made employees change their jobs. It is well known that job satisfaction and employee engagement are negatively associated with turnover intention. The more satisfied and engaged the employee is, the lesser the turnover intention is. We wanted to deepen our understanding regarding relationship between job satisfaction and turnover intention (Houlihan and Harvey, 2014; Harter et al., 2002; Dupre and Day, 2007). Precisely, main aim of the research was to explore if antecedents of job satisfaction differ based on level of employee intention to change the current job.

After testing if all assumptions for linear regression have been met, we have decided to apply linear regression with bootstrap method within each subgroup of employees (those with high turnover intentions and those with low turnover intentions). Linear combination of tested predictors significantly contributed to the explanation of job satisfaction in both subgroups. In the group of employees with high turnover intentions, predictors that significantly predicted job satisfaction were satisfaction with working conditions, $b = .32$ [.18, .44], $p = .00$ job safety, $b = .26$ [.08, .41], $p = .01$ and salary, $b = .19$ [.04, .47], $p = .03$. On the other hand, when employees have low intentions of changing the the current job, relationship with other employees was the only significant predictor of job satisfaction $b = .32$ [.08, .55], $p = .03$.

Many authors confirmed that human interactions and relations are playing more dominant role in the overall job satisfaction other factors like recognition and salary (Chandrasekar, 2011; McVicar, 2016; Riaz and Ramay, 2010). According to Saks (2006) individuals who are more engaged in the work are more likely to be in more trusting and high-quality relationship with their co-workers. When there is good relationships at work, employees will be more likely to report positive attitudes and intentions toward organization. In similar manner, theory of relational cohesion (Lawler and Yoon, 1996) explains that repeated cooperation creates “special” relationship ie “affective commitment”, which in turns reduces the probability of withdrawal. So, in the core of good relationship there is affective component as well as sense of togetherness and belonging.

But, when employees have high intentions to change the work, main antecedents of job satisfaction are material factors like salary, job safety and working conditions. Findings that job safety and working conditions are significant predictors of job satisfaction are in line with the previous research (Gayathri and Saranya, 2020; Anitha, 2014; Mafini and Dlodlo, 2014). On the other hand, findings about the salary as predictor of job satisfaction or employee engagement are ambiguous. While one group of researchers found significant effects of salary (Darma and Supriyanto, 2017; Nawab and Bhatti, 2011; Yaseen, 2013; Njoroge and Josephat, 2015) others did not find relationship between salary and job outcomes (Mueller and Price, 1990; Robinson, 2000). Our research indicates that salary is

significant predictor, but only among employees who already consider to change the current work.

Different antecedents for two subgroups of employee pose one open question and that is whether good relationship with co-workers can compensate for potential dissatisfaction with external factors like salary and working conditions. Alternative interpretation of our findings could be that the salary, job safety and working conditions are the first basic layer of needs that have to be met in order to prevent employees' turnover rates.

Although we do not know whether the relationship between antecedents is hierarchical or linear, what is clear is that there is importance between co-workers with job satisfaction and turnover rates. For a positive relationship, it is important that employees have good and ongoing communication. However, people are usually not born with good communication skills, and school and society didn't teach them how to effectively cooperate and be productive in team work. Therefore, employees need to continuously develop communication skills through interaction with co-workers and trainings in communication (Bajić et al., 2019; Twaronite, 2019). For the future research it would be interesting to explore how communication trainings, coaching, mentoring are mediating relationship between employee relationship, job satisfaction and turnover intentions. In 2015 research conducted in Bosnia and Herzegovina it is shown that companies interested in development of leadership need to assess willingness on part of their employees to change and include them in their development programs, applying tools which diagnose their strengths and weaknesses, strengthen their communication skills, and release the potential for perceiving a broader picture and a step ahead, all aimed at promoting company achievements (Mamula and Kužet, 2015).

As for the salary, job safety and working conditions, whenever employees complain about these factors, HR has obligation to check whether the employee's complaint is justified. However, having in mind that salary, working conditions and job safety are especially important for employees with high turnover intentions, complaints about these factors could serve as the "red alarm" for HR managers. They could indicate that some systematic changes must be made in order for employees to be more satisfied and stay at current work.

CONCLUSION

With increasing employee turnover, many researchers are focused on factors that could decrease turnover rates. Job satisfaction and employee engagement are negatively associated with turnover intention. The more satisfied and engaged the employee is, the lesser the turnover intention is. We wanted to deepen our understanding regarding relationship between job satisfaction and turnover intention by exploring if antecedents of job satisfaction differ based on level of employee intention to change the current job.

In the group of employees with high turnover intentions, predictors that significantly predicted job satisfaction were satisfaction with working conditions, salary and job safety, while relationship with other employees was significant predictor of job satisfaction among the employees with low turnover intentions. In the core of good relationship is affective component, sense of togetherness and belonging. Repeated cooperation creates “special” relationship that is “affective commitment”, which in turns reduces the probability of leaving the company.

On the other hand, when employees intend to change the current work, salary, job safety and working conditions are the significant predictors of job satisfaction. It seems that when organization works on developing and nurturing strong and good relationship between co-workers, it is more likely to reduce turnover rates. Providing an adequate salary, working conditions and job security is the first layer of needs that need to be met. However, they are not enough to ensure that the employee will stay in the same work place for a longer period of time. If the only aspect that’s keeping employees on the same job is income, there are high chances they will change work, at the first better opportunity they encounter. Therefore, creating friendly and safe work environment is no longer something that is only desirable, but it is necessary.

Future research

For the future research it would be interesting to explore the relation between above mentioned antecedents, by controlling salary and working conditions of the employees. If employees, who are on the same job positions with the same salary

and working conditions, still have different antecedent based on their turnover intention, it would be proven that good relationship with co-workers is indeed the strongest factor of job satisfaction. In addition, it would be useful to replicate the research but with the employee engagement as the outcome variable, for the validation purposes. Based on the previous studies, it is expected that the same antecedents would stand out as in the case of job satisfaction.

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