

## LINKING DECISION MAKING WITH WORK SATISFACTION AND TURNOVER INTENTION: THE MODERATING ROLE OF COGNITIVE STYLE DECISION MAKING

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**ABSTRACT: Purpose:** The purpose of this paper is to provide a research-practice gap in management and provide findings on the moderating effect of cognitive style on the relationship between work satisfaction and turnover intention. A mix method approach was used by employing survey research design. A questionnaire was used to collect data and 502 completed questionnaires were returned. Hierarchical regression was used to test moderation. The results obtained from the analysis explained that analytical does not bring any change in the relationship between work satisfaction and turnover intention. No change in  $R^2$  is noted after the interaction term is added in the analysis. This study is considered as preliminary as it only analyzes a small sample from higher learning institutions. The cognitive style decision making need awareness by the practitioners in seminars and workshop so the individuals came to know their preferred way of decision making style. **Social Implications:** The results of the paper are helpful for the education industry to make policies for academicians to help them make decisions and to decide and motivate to increase the satisfaction from work by giving them less work load. It is believed that this study will positively contribute the body of knowledge. Literature of work satisfaction, decision making through the right brain and left the brain.

**Keywords** – Work Satisfaction, Cognitive Style, Turnover Intention

### INTRODUCTION

Previous research shows that the employees who are happy with their jobs they are more productive than those employees who are not happy with their jobs therefore; the success of the organization is dependent on the satisfaction of their employees [33]. Every organization wants to see their employees be harder working, more productive and committed [60,64]. That's why satisfaction is a very important factor and it is measured time to time by all organizations [10,59]. Factors of job satisfaction consist of pay, supervision, job security, work, environment, and coworkers [65,63]. Some other researchers they used other concepts like personal and organizational factors personal and job characteristics [61], challenging work, equitable rewards, encouraging working conditions, supportive coworkers, personality [18,19,40, 46].

Turnover intention or intend to quit is a famous topic studied in the discipline of management [11]. There is a variety of factors that believed to influence turnover intention. Job satisfaction is one of the factors that may influence turnover intention. It is believed that job satisfaction and turnover intention is linked strongly [54]. Cognitive style refers to the preferred way of a person to gather the information and processing of information [3] introduced two ways of processing information and making decision i.e. analytical and intuition cognitive styles. According to [3] analytical style refers to logical thinking while intuition refers to immediate judgments, decision making on the basis of past experiences is called intuition style. Researchers [24] suggested that cognitive style is most overlooked in the studies of job satisfaction and it should be used as moderator in the studies of job satisfaction in order to fill the theoretical gap. The importance of cognitive style to add in this study is to help the employees and managers to make right decisions when they are in a critical situation whether to stay on the job or leave the cognitive style decision making introduced by [3] will help the managers to make decisions.

### Background and Hypothesis

According to South African Oxford School Dictionary (2004) work is defined as "the task that has to be done". Also "something that needs energy and effort".

Researchers [34,7] their experienced told that "happy workers are satisfied from the job has a positive attitude towards their jobs while on other hand employees those are not happy with work and not satisfied they have negative attitudes like absenteeism and turnover intention. Individual's perceptions and evaluations of the job/work are related to the satisfaction which is affected by a number of factors like expectations, needs and circumstances [19, 38]. Satisfaction from the job is the expression of happiness by one individual with regards to different dimensions of job [39, 59]

### Theory of work Satisfaction Dispositional Approach

Researchers [24] have introduced the dispositional approach to job satisfaction. They gave more importance to the cognition aspect need to add in the theory and study of job satisfaction. In addition, to this later on after short time [25] also suggested a model of job satisfaction and introduced cognitive style as moderator in the model of job satisfaction so this study has added cognitive style it has two dimensions analytical and intuition is added as moderator in order to fill the theoretical gaps.

### Turnover Intention in Higher Education Institutions

The staff turnover in both conditions and situations like the actual or long term is the topic of significance in the life of academic institutions. But this is the real situation that these higher education institutions are the source of skilled and unskilled labor, those who are very important for the economy of the state. The government higher education institutions are at the latest stage of the competition with the private sector institutions' [39].

H1: There is a significant negative relationship between work satisfaction and turnover intention.

### Cognitive Style Decision Making

In 1994 [21] highlighted 29 dimensions of cognitive styles, Armstrong (1999) he increases the dimension's list up to 54

dimensions, and [15] extend these dimensions up to 71 dimensions of cognitive and learning styles.

Analytical is often the converse or inverse of intuition. The analytic cognitive style is very identical, replaceable with rational thinking or rational cognitive style [55]. [3] define analytical as “characteristic of left brain orientation... the left side of brain focuses on linear mode of operation, with the information to process it sequentially, and is responsible for logic thought especially in verbal and mathematical function. [62] A logical advance incorporates exploring for facts and data to sustain decision making. The rational decision maker never avoids the problem they try to solve the problem, if they met any. When people faced some in known problem or situation so they use their rational decision making to cope with the problem [62]. The decision which takes a long time, and which can effect more people and decisions which has long lasting effects and which has irreversible consequences are done and assessed by using rational approaches.

### **Relationship between Work Satisfaction, Turnover Intention and Analytical Cognitive Styles**

Researchers [32] used intuition as a mediator and found significant results in the study. In addition, [50] Researchers used intuition as moderator and found that yes it acts as a moderator. In line with previous studies it is found that intuition in this study is not acting as a moderator. So following hypothesis is developed. Researchers [35] used the cognitive style in the study as an independent variable with job satisfaction and found a correlation of cognitive style with job satisfaction. As cognitive style was used as an independent variable so not the moderator and it has some association with job satisfaction. Different cognitive styles possess different levels of job satisfaction [30]. Furthermore, a number of studies have highlighted the interest of cognitive style in the organizational studies especially, in the organizational management [35, 21, 22] Awareness about the cognitive style is very limited and it can be raised in a way to designing the inputs in management [37]. In addition to this [21] matching of cognitive style in organization fit is the single factor which is responsible for the decision to stay or leave the job.

On the basis of theoretical claims and evidence from the empirical studies it has been hypothesized that:

H2: There is a significant relationship between analytical and work satisfaction.

H3: There is a significant relationship between analytical and turnover intention.

H4: There is the moderating effect of analytical style on the relationship between work satisfaction and turnover intention.

### **Method**

#### **Research Design**

A quantitative survey questionnaire based was used for collecting the data and interview protocol was used for semi structured interviews. The benefit of the survey is that data can be collected in less time. Less cost and a huge number of data are collected from a big population in less time. While the benefit of interviews is to collect in-depth information from informants [16].

### **Sample and procedure**

All most majority of researchers used survey questionnaires for organizational attitudes of the workforce e.g. [10] job satisfaction of tutors in an open university and [14] and [39] consequences of organizational commitment for lecturers in Pakistani universities.[66] the formula was used to select the sample from the population. There were 2793 academicians in the state. 350 sample size was calculated but it was a minimum number of the sample so researcher has doubled the sample size and 700 questionnaires were distributed. For semi structured interviews 10 informants were interviewed. The interviews are transcribed verbatim. Template analysis was used for data analysis.

### **Measures**

The questionnaire was distributed among lecturers of higher education institutions of Khyber Pakhtoon Khwa province, . A total of 502 completed questionnaires were received.. The lecturers included were lecturers, assistant professors, associate professors, and professors. The questionnaire includes five sections, the first section includes seven items on job satisfaction the second section includes three items on turnover intention five points likert scale was used, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree (Bushoff et al., 2003). For third section cognitive style, cognitive style index was used it has 38 items 21 items for analysis and 17 items for intuition having values for analysis 2= true, 1 = uncertain, 0 = false but for intuition it has values like 0 = true. 1 = uncertain and 2 = false (Allinson & Hayes, 1996). The fourth section was consist of open ended questions and fifth last section was consist of five demographic variables, gender, age, length of service, sector and qualification.

### **RESULTS**

The result for the work and turnover intention are presented in above Table 1. For the work of lecturer scale associated significantly negative with turnover intention ( $r = -0.191$ ,  $p < .01$ ), negative sign shows the relationship direction, it means that when work will increase the level of turnover intention of the lecturers of advance learning institutions will decrease and will decrease the level of the turnover intention of the advance learning institutions will increase. The mean of the facet of job satisfaction i.e. work is higher than all other variables in Table 1. If compare with the mean of the turnover intention it strengthens the results of the correlation that lecturers of the advance learning institutions show attitude more towards the satisfaction from rather than the turnover intention. The results of the analytical and work are associated positively insignificant with work ( $r = 0.077$ ,  $P > 0.05$ ), it means that increase in the analytical decision will also increase in the work satisfaction level of the lecturers. While results of the analytical with the turnover intention negatively associated ( $r = -0.094$ ,  $p < .05$ ), it means that when analytical decision style will be used the level of the turnover intention will decrease. Hypothesis 1 is accepted it shows a significant relationship between work and turnover intention. Hypothesis 2 is accepted. Hypothesis 3 is accepted.

Correlations				
	Mean	S.D	Work	TI
Work	2.98	1.11	1	
TI	8.15	3.23	-0.191**	1
Analytical	1.55	0.265	0.077**	-0.094*

\*\*correlation is significant at the 0.01 level (2-tailed).  
\*correlation is significant at the 0.05 level (2-tailed).

**Interpretation**

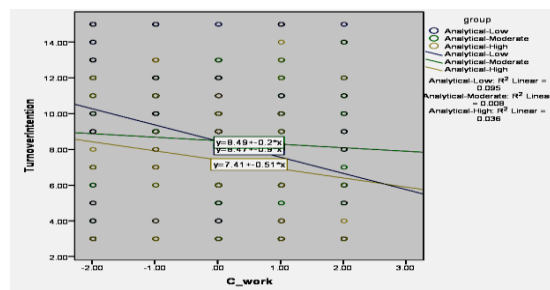
Referring Table 2 for lecturers concerning turnover intention the work shows R square = 0.036, beta = -0.191 P<0.001, in model 1. The F value was F = 18.903 and its P value was P = 0.000. The F2 = 0.0373 shows it has a small effect. In model 2 the analytical was added with work and turnover intention the R square = 0.043, R square change =0.006, the beta for work was Beta = -0.185 was significant at P<0.001 and beta for analytical Beta = -0.079, was not significant at P= 0.071. The F value was F = 11.131 and its P value was P = 0.000. The F<sup>2</sup> = 0.0449 shows it has a small effect. In model 3 the product term of work and analytical was entered into regression analysis and was found R square = 0.043, R square change = 0.000 it means that analytical explained 0% of the variance between the work and turnover intention. The values of R square and change in R square, does not change in model 3 as compared to model 2. The beta value for work Beta = -0.185 P<0.001, is decreased after inclusion of the moderator and interaction term for analytical beta = -0.082 P=0.079, for product term CWCA beta = -0.007, P= 0.876. It means interaction term does not account for significant variance between work and turnover intention so indicated that analytical does not act as moderator significantly between the work and turnover intention. The F value was F = 7.414 and its P value was P = 0.000. The F2 = 0.0449 shows it has a small effect.

DV	IV	R	R <sup>2</sup>	adjR <sup>2</sup>	R <sup>2</sup> C	B	Beta	Sig
TI	Model 1							
	Constant	0.191	0.036	0.035	0.03	8.153		0.000
	C_Work						-0.191	0.000
TI	Model 2							
	Constant	0.207	0.043	0.039	0.006	8.153		0.000
	C_Work						-0.185	0.000
	C_Analytical						-0.079	0.071
TI	Model 3							
	Constant	0.207	0.043	0.037	0.000	8.155		0.000
	C_Work						-0.185	0.000
	C_Analytical						-0.082	0.000
	CSCA						-0.007	0.876

**Interaction Effects of Analytical on Work and Turnover Intention**

In order to further analyze the moderating effects the whether the moderator is having low moderate or high interaction effects between the relationship of work and turnover intention by using slopes. It can be seen in the graph the blue line shows the low analytical and green line shows the moderate or medium analytical and yellow line shows the high analytical interaction effects. It was noted in the graph that analytical-low in the graph has R2 =0.095 when its square root was taken it was correlated 0.308 between the work and turnover intention. In the same way analytical-moderate has R2 = 0.008 square root of this

value shows 0.089 it means that analysis moderate correlated at 0.089 with work and turnover intention. In the same way analytical-high R square = 0.036 it's square root was taken and the value was 0.189 it means that analytical high interact at 0.189 with work and turnover intention. The analytical-low has strong regression effect; the correlation between work and turnover was 0.308 for lecturers having a low analytical level. Examination of the interaction plot showed that lecturers having more work burden have low-analytical decision making power and they have more turnover intention.



**Figure 1:Interaction between Work, Turnover and Analytical**

**DISCUSSION AND CONCLUSION**

These results are aligned with the previous results i.e.[3,4,31, 37,54] This paper has tried to add cognitive style as moderator in the theory of job satisfaction and dispositional approach given by [25] This is one novelty that cognitive style dimension analytical is added as moderator in the theory. Second this work is the extension of the work of the researchers [12,43,44,45,48].

There was an intense need to validate the instruments of cognitive style index, job descriptive index and turnover instrument in eastern context. Also there was an intense need to use mix methods research in order to fill the gaps. The results of both quantitative survey and interviews are reported. It is found that all the instruments are valid and reliable in the eastern perspective. This work is the extension of the [43] and [12].In their study they have reported that analytical and intuition does work as a moderator in the relationship between job satisfaction factors and turnover intention.

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