

The background of the entire cover is an abstract, high-energy image. It features a blurred figure of a person, likely a runner, in motion. The figure is overlaid with vibrant, streaky light trails in shades of teal, blue, and orange, creating a sense of speed and dynamic movement. The overall composition is energetic and modern.

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EXTENDED ABSTRACT

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THE IMPACT OF JOB SATISFACTION ON EMPLOYEE TURNOVER INTENTION: EVIDENCE FROM MALAYSIAN SPORTS RETAIL OUTLET

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I. INTRODUCTION

Job satisfaction significantly influences employee retention, yet its impact on turnover intention in sports retail remains underexplored. This study examines job satisfaction levels and turnover intentions among sports retail employees at Mitsui Outlet Park KLIA, addressing gaps in contextual factors, organizational support, and employee fatigue [1]. Findings aim to enhance workforce stability and inform managerial strategies for improving employee retention in high-pressure retail environments [2].

II. METHODS

This study employed a quantitative survey design using convenience and simple random sampling. Data were collected through Google Forms and in-person distribution at retail stores. A total of 95 permanent sports retail employees at Mitsui Outlet Park KLIA participated. The survey assessed job satisfaction and turnover intention, providing insights into factors influencing employee retention in a high-pressure retail environment [3].

III. RESULTS AND DISCUSSION

A. Job Satisfaction

The descriptive statistics for various aspects of the organization revealed that pay had a mean score of 3.04 with a standard deviation of 0.376. Promotion recorded a mean score of 2.85 with a standard deviation of 0.791. The nature of work showed a mean score of 2.97 with a standard deviation of 0.825, while supervision recorded a mean score of 2.87 with a standard deviation of 0.353. In conclusion, all aspects, namely pay, promotion, nature of work, and supervision, achieved mean scores falling under the *Moderate* category according to [4,5].

TABLE I
DESCRIPTIVE STATISTICS FOR JOB SATISFACTION

	N	Mean	SD
Pay	95	3.04	0.376
Promotion	95	2.85	0.791
Nature of Work	95	2.97	0.825
Supervision	95	2.87	0.353

B. Turnover Intention

The descriptive statistics for turnover intention showed that the mean score was 2.99 with a standard deviation of 0.464. Referring to the classification by [5], this mean score falls under the "Moderate" category (2.70 to 3.49). This indicates that the sample demonstrates a moderate level of turnover intention, suggesting that employees have a fair tendency to consider leaving their organization [6].

TABLE II
DESCRIPTIVE STATISTICS FOR TURNOVER INTENTION

	N	Mean	SD
Turnover intention	95	2.99	0.464

C. Relationship between Job Satisfaction and Turnover Intention

The correlation matrix showed the relationship between job satisfaction and turnover intention. Pearson's correlation coefficient (r) between job satisfaction and turnover intention was -0.636, indicating a strong negative correlation [7]. This means that as job satisfaction increased, turnover intention decreased. The degrees of freedom (df) for this correlation were 93, and the p -value was less than .001, indicating that the correlation was statistically significant. This data provided insights into the inverse relationship between job satisfaction and turnover intention within the organization. There is a significant relationship between job satisfaction and turnover intention and a negative correlation relationship; therefore, the hypothesis is accepted [3].

TABLE III
CORRELATION BETWEEN JOB SATISFACTION AND TURNOVER INTENTION

Job Satisfaction	Turnover Intention	
	Chi-Square	-0.636
	df	93
	p -value	<0.001

IV. CONCLUSIONS

This study highlights the moderate job satisfaction and turnover intention levels among sports retail employees at Mitsui Outlet Park KLIA. Pay was the strongest satisfaction factor, while promotion opportunities showed variability. The significant negative correlation between job satisfaction and turnover intention underscores the need for improved career growth opportunities to enhance retention and reduce employee turnover [2].

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