

Turnover Intention, Organizational Commitment, and Specific Job Satisfaction among Production Employees in Thailand

Yoshitaka Yamazakia^{1*} & Sorasit Petchdee²

¹ Faculty of Business Administration, Bunkyo University, Kanagwa, Japan

² Production Department, Thai Diamond Net Co., Ltd., Sriboonruang, Thailand

*Correspondence: Yoshitaka Yamazaki, Faculty of Business Management, Bunkyo University, Chigasaki, Kanagawa, 253-8550 Japan. Tel: 81-467-53-2111; Email: yyama@shonan.bunkyo.ac.jp

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Abstract

The purpose of this study was to examine how turnover intention relates to the attitudinal variables of organizational commitment and job satisfaction. We highlighted three specific facets of job satisfaction—personal development, human resources policy, and supervision—in a research context of Thailand, an important emerging market. A Thai company that operated a business in the fishing industry participated in this study, and the sample consisted of 255 employees who had worked for the company at least 3 months. The results of our analysis using a structural equation model indicated that Thai employees' satisfaction with supervisors significantly affected turnover intention, while personal development and human resources policy indirectly influenced turnover intention through organizational commitment, which strongly mediated the relationship. Based on these findings, we concluded that the specific job satisfaction facet of supervision tends to be a direct determinant of turnover intention, while the two facets of personal development and human resources policy are likely to be an indirect determinant mediated by organizational commitment.

JEL Classification: M540

Keywords: job satisfaction facets, organizational commitment, Thai business, turnover intention

1. Introduction

1.1. Introduce the Problem

Obviously, any organization wishes to retain competent and promising people for the effectiveness of the organization in competitive business environments (Hausknecht, Rodda, & Howard, 2009). Organizational environments that make employees be willing to work hard for the organization and themselves are inevitably important and need to be developed strategically. How employees feel about their jobs and job-related contexts is thereby a big concern for many organizations. A huge number of studies conducted in the domains of organizational behavior and human resource management identified multiple antecedents of turnover (see, Griffeth, Hom, & Gaertner, 2000). Among them, turnover intention represents the strongest influential factor on actual turnover behavior (Cohen & Golan, 2007; Kuean, Kaur, & Wong, 2010; Shore & Martin, 1989; Tett & Meyer, 1993). In this regard, it is important not only to examine turnover intention as a key variable in the field of management, but also to practically manage and employ it in organizations that need to

control their employees' actual turnover. Thus, numerous studies of turnover intention were conducted, several of which pointed out employees' job satisfaction and organizational commitment as the most critical determinants of turnover intention (Basak, Ekmekci, Bayram, & Bas, 2013; Stumpf & Hartman, 1984; Tett & Meyer, 1993). As a consequence, if an organization faces a situation in which it needs to decrease employees' intention to quit, managing those two attitudes towards their jobs and their organization is thought to be a central issue.

Although those two attitudinal factors are known as being important to control turnover intention, past research of turnover process models with job satisfaction and organizational commitment seems to be inconclusive concerning how those two variables involve a turnover process. Tett and Meyer (1993) elucidated some major discrepancies between three theoretical models that involve those two attitudinal variables and turnover processes. The first model is the satisfaction-commitment mediation model based on the perspective presented in the study of Porter, Steers, Mowday, and Boulian (1974). It is indicated that organizational commitment requires a longer time to develop and remains relatively unchangeable compared to job satisfaction, which in turn has an indirect impact on turnover processes (Tett & Meyer, 1993). The second model described the commitment-satisfaction mediation model (Tett & Meyer, 1993), suggesting that commitment to the organization produces a positive feeling or emotion toward the job, which is job satisfaction that directly affects people's decisions to stay or leave the organization. The third model represented the independent effect model (Tett & Meyer, 1993), indicating no association between job satisfaction and organizational commitment, which independently affect turnover processes.

This study attempts to pursue the first model of satisfaction-commitment meditation because the motivation model proposed by Locke (1997) shows that the level of job satisfaction determines that of organizational commitment. His model is congruent with the first model described by Tett and Meyer (1993) that job satisfaction is initially formed and subsequently develops organizational commitment. Furthermore, several recent empirical studies have strongly supported the structure showed in the first model that includes the impact of job satisfaction on commitment as well as that of these two attitudinal variables on turnover intention (see, Limyothin & Trichun, 2012; Teeraprasert, Piriyaikul, & Khantanapha, 2012; Wu & Polsaram, 2013). The study of Basak *et al.* (2013) also indicated that organizational commitment partly (i.e., only affective commitment) mediated between job satisfaction and intention to quit, while job satisfaction was the most influential factor regarding turnover intention. This slight inconsistency may be ascribed to different methodologies in use concerning measures to examine organizational commitment: the former three studies applied one factor with a one-dimensional scale or one factor with three-dimensional scales, while the latter study employed three factors with three-dimensional scales. In fact, Tett and Meyer (1993) argued that the inconsistent results might be ascribed to the measures applied for studies of a relationship among variables that include job satisfaction, commitment, actual turnover, and turnover intention. As with organizational commitment measures, global versus individual facets of job satisfaction measures may also be a source of variability (D. J. Campbell & K. M. Campbell, 2003), so researchers must consider methodological issues when investigating the turnover models (Tett & Meyer, 1993).

Accordingly, by clarifying each of the three key variables concomitant with their respective measures, this study examines how specific job satisfaction facets influence turnover intention using the first model as a prime focus that includes the mediator of organizational commitment. In particular, we highlight specific aspects of job satisfaction because the study by Snipes, Oswald, LaTour, and Armenakis (2005) indicated that specific job satisfaction facets have valuable implications for managers. When considering practical implications, therefore, it is important to examine how specific facets of job satisfaction are clearly related to turnover intention as well as organizational commitment. By doing so, this study provides a useful and practical insight into

which specific aspects of job satisfaction need to be managed in order to control turnover intention in organizations. The body of a manuscript opens with an introduction that presents the specific problem under study and describes the research strategy. Because the introduction is clearly identified by its position in the manuscript, it does not carry a heading labeling it the introduction. Before writing the introduction, consider the following questions (Gilbert, McClernon, *et al.*, 2004).

2. Conceptual Frameworks and Hypotheses Development

2.1. Turnover Intention

Turnover intention and intention to quit are used interchangeably in the literature (Balogun, Adetula, & Olowodunoye, 2013). When employees seriously consider quitting their jobs, they are thought to have the intention to quit the organization (Omar, Anuar, Majid, & Johari, 2012). The term “intention” describes an employee’s desire or deliberateness to leave the organization (Martin Jr., 1979; Tett & Meyer, 1993). Turnover intention, a strong predictor of quitting an organization as discussed earlier, becomes a final step before an employee actually leaves the organization (Lee & Bruvold, 2003). The measurement of this construct often entails using a certain period of time (Suliman & Al-Junaibi, 2010; Tett & Meyer, 1993). The thought behind using this interval as a measurement is that employee turnover intention is a time-consuming process. This process has three stages (Falkenburg & Schyns, 2007). It starts with thinking of leaving the organization followed by the intention to search for a new job and is finally directed to the intention to leave (Falkenburg & Schyns, 2007; J. Mayfield & M. Mayfield, 2008). The intention to quit is not only conceived as an important determinant of actual turnover but also provides important information for management to control employees’ avoidance behaviors. For example, employees with high turnover intention tend to become less productive and efficient (Balogun *et al.*, 2013).

2.2. Organizational Commitment

Research on commitment originated in the fields of sociology and social psychology and then received much attention in the field of organizational behavior (Meyer, Becker, & Vandenberghe, 2004). Organizational commitment has been widely and deeply examined as a crucial factor associated with human behaviors and performance in organizations (Nagar, 2012). It is defined as employee attachment of “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday, Porter, & Steers, 1982, p. 27). Organizational commitment also describes the attitude of an employee towards the goal of organization that he or she feels identification with, which motivates him or her to make an effort for the effectiveness of organization as a valuable member of the organization (Mowday, Steers, & Porter, 1979). Although several scholars have criticized this attitudinal definition of organizational commitment (Swales, 2002), it has been widely validated and applied in previous studies (Taylor, Levy, Boyacigiller, & Beechler, 2008). Later, Allen and Meyer (1990) presented the three-dimensional components of organizational commitment. First, they maintained that organizational commitment is generally involved with an employee’s affection or emotion: he or she feels attached to the organization. This initial dimension is definitely similar to the definition in Mowday *et al.* (1979, 1982). Second, using the argument by Becker (1960), Allen and Meyer (1990) proposed the concept of continuous commitment that involves consistent behaviors based on an employee’s perception of costs when he or she discontinues the activity. In other words, continuous commitment entails a greater length of work experience in the organization, which provides more benefits to employees. Finally, Allen and Meyer (1990) introduced a distinct type of organizational commitment that involves individual’s responsibility to the organization. The third commitment is described as normative commitment (Allen & Meyer, 1990). It is based on the idea of obligation or normative pressure discussed by Wiener (1982).

Organizational commitment is conceived as a crucial variable in the literature associated with turnover intention (Omar *et al.*, 2012; Tett & Meyer, 1993). Organizational commitment includes the notion of people's attachment to the organization, which emphasizes the inner side of people. Meanwhile, as discussed earlier, the concept of the intention to quit the organization represents a people's desire or deliberateness to quit the organization (Martin Jr., 1979; Tett & Meyer, 1993), which could be translate in people's psychological detachment from the organization. It seems that these two concepts are opposite to each other concerning a dimension between the attachment to and the detachment from the organization. That is, employees who do not have much organizational commitment are thought to possibly develop a desire to leave the organization. In contrast, employees with stronger organizational commitment are less likely to develop turnover intention and leave the organization (Basak *et al.*, 2013; Lin & Chen, 2004; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Slattery & Selvarajan, 2005; Wu & Polsaram, 2013). Accordingly, the first hypothesis is generated as follows:

Hypothesis 1 (H1): Organizational commitment negatively influences turnover intention.

2.3. Job Satisfaction

Job satisfaction describes individual's enjoyable emotion or feelings that occur when he or she evaluates his or her job (Locke, 1976). Based on psychological perspectives, Saal and Knight (1988) conceptualized job satisfaction as the overall emotional or evaluative response of employees concerning the job. Many researchers and theorists have studied job satisfaction as a very important topic (Dormann & Zapf, 2001; Judge, Parker, Colbert, Heller & Ilies, 2001; Mueller, Hattrup & Hausmann, 2009; Sanchez-Runde, Lee, & Steers, 2009) because it involves various aspects of both individuals and organizations (Lim, 2008). For example, regarding individuals' aspects, job satisfaction is associated with self-esteem (Tsai, Yen, L. C. Huang, & I. C. Huang, 2007), absenteeism (Clegg, 1983), and job performance (Judge, Thoresen, Bono, & Patton, 2001; Wiggins & Moody, 1983). Regarding the organizational side, job satisfaction is related to organizational environment, safety, compensation, and promotion (Tsai *et al.*, 2007). Like organizational commitment, job satisfaction is also a key variable to predict turnover intention (Blau, 1993; Shore, Newton, & Thornton III., 1990; Tett & Meyer, 1993). Previous studies have provided empirical support for the connection between job satisfaction and turnover intention (see Dickey, Watson, & Zangelidis, 2011; A. Scott, Gravell, Simoens, Bojke, & Sibbald, 2006; Shields & Ward, 2001). Employees who feel satisfied with jobs are thought to perform better in the organization than those who are dissatisfied with them (Basak *et al.*, 2013). As a consequence, it is inferable to state that employees with high job satisfaction tend to stay at the present organization; thus, they are not likely to develop the intention to leave the organization (Basak *et al.*, 2013; Eberhardt, Pooyan, & Moser, 1995; D. Scott, Bishop, & Chen, 2003).

Spector (1985) argued that job attitudes interacting with particular job aspects should be associated with satisfaction with such job aspects. This notion indicates the importance of specific aspects of job satisfaction in providing in-depth information (Snipes *et al.*, 2005) in reference to turnover intention. Similarly, the consideration of job satisfaction facets may also be seen in the examination of intrinsic and extrinsic job satisfaction (see Huang & Van de Vliert, 2003; Wernimont, 1966), and approach that reflects the two-factor motivation theory proposed by Herzberg, Mausner, and Snyderman (1993). From this perspective, HR practices that are related to the two-factor motivation theory are potential variables as specific aspects of job satisfaction. Actually, to design the measures of specific facets of job satisfaction, Spector (1985) described the following job satisfaction facets: job itself, pay, a promotion opportunity, supervision to subordinates, co-workers, benefits, contingent rewards, operation procedures, and communication. These facets can be conceived as HR practices. Furthermore, the job satisfaction measure of each job facet should be developed not to measure global job satisfaction but to identify whether each job facet involves the

positive emotion of employees. Previous studies have suggested that the measures of job satisfaction facets should be applied to measure specific aspects of behaviors rather than overall understanding of job satisfaction (Ironson, Smith, Brannick, Gibson, & Paul, 1989).

For this study, we have selected three specific aspects as job-related variables: supervision, personal development, and HR policy. Supervision is an important and useful variable as one specific aspect of job satisfaction (Spector, 1985) as well as one part of global job satisfaction or as an influential factor in overall job satisfaction (D. J. Campbell & K. M. Campbell, 2003; Currivan, 1999; Wu & Polsaram, 2013). Employees who have positive experiences when interacting with their supervisor are thought to increase their satisfaction with their supervisor (Batt & Valcour, 2003). The second variable, which is personal development, is conceived as a motivational element of an intrinsic factor in the two-factor motivation theory (DuBrin, 2005). If employees perceive a learning and growth opportunity through their job, they will have a positive feeling toward the organization and will be satisfied with the job. The third variable, HR policy, engages in various organizational activities of the individual and can be categorized as an extrinsic component of the two-factor motivation theory. HR policy that is implemented fairly in the organization tends to be acceptable to employees and creates a positive feeling towards the HR policy (Limyothin & Trichun, 2012). In contrast, if HR policy is negatively biased against particular employees or a certain group of employees, they do not like such HR policy and feel dissatisfied with it. Accordingly, the following three hypotheses will be made in terms of specific aspects of job satisfaction.

Hypothesis 2 (H2): Satisfaction with supervision negatively influences turnover intention.

Hypothesis 3 (H3): Satisfaction with personal development negatively influences turnover intention.

Hypothesis 4 (H4): Satisfaction with HR policy negatively influences turnover intention.

The prevalent perspective in the management literature posits that a level of job satisfaction determines that of organizational commitment (Lincoln & Kalleberg, 1985; Locke, 1997; Wallace, 1995). This view is founded on the assumption that an employee's experience towards a specific job necessarily precedes his or her orientation towards the whole organization (Currivan, 1999). To wit, organizational commitment develops as a result of an employee's past behaviors (Suliman & Al-Junaibi, 2010). A large number of empirical studies provide supportive evidence concerning the causal precedence of job satisfaction over organizational commitment (Limyothin & Trichun, 2012; Teeraprasert *et al.*, 2012; Wallace, 1995; Williams & Hazer, 1986; Wu & Polsaram, 2013). A certain job aspect that provides a positive experience to employees is thought to increase their satisfaction with that particular job aspect, and this possibly leads to develop an emotional attachment to the organization. Positive experience in relation to organizational commitment includes supervision (Currivan, 1999; Gaertner, 1999; Spector, 1985; Kim, Price, Mueller, & Watson, 1996), personal development (Limyothin & Trichun, 2012) as well as HR policy (Limyothin & Trichun, 2012). As a consequence, employees who feel satisfied with three facets of supervision, personal development, and HR policy seem to enhance their commitment to the organization. Accordingly, the following hypotheses will be produced.

Hypothesis 5 (H5): Satisfaction with supervision positively influences organizational commitment.

Hypothesis 6 (H6): Satisfaction with personal development positively influences organizational commitment.

Hypothesis 7 (H7): Satisfaction with HR policy positively influences organizational commitment.

The conceptual framework to be studied in this research is depicted in Figure 1, including the seven hypotheses, which are placed on arrows in the model that correspond to the direction of influence stated in the hypotheses.

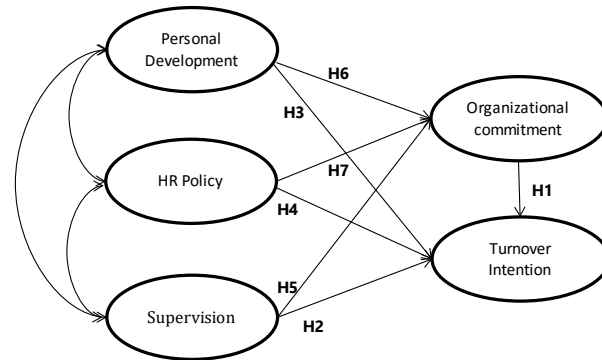


Figure 1. Conceptual framework of this study

3. Methods

3.1. Samples and Sampling Procedures

This study highlights an Asian region that has increasingly played an important role in global business and world economy in the 21st century. Among Asian countries, we decided to study a Thai company because the high turnover rate is one of the serious problems for several industries in Thailand (Wu & Polsaram, 2013). Wu and Polsaram (2013) reported that a turnover rate in Thailand has been over 10 % on average for several years. This company has a business in the fishing industry, located in the province of Nong Bua Lam Phu. We distributed a package of questionnaires to 398 employees through the administration of this Thai company in August 2012. After removing questionnaires that contained errors as well as employees who had not worked for this company for at least three months, 255 questionnaires were left and usable for this study. Table 1 shows a summary of the demographic characteristics of 255 Thai employees.

Table 1. Demographic characteristics of Thai employees

| Category | | <i>N</i> | <i>Percentage</i> |
|-------------------------|----------|----------|-------------------|
| Age (year) | Mean | 35.3 | |
| | S.D. | 8.6 | |
| Gender | Male | 56 | 22.0% |
| | Female | 199 | 78.0% |
| Marital status | Single | 37 | 14.5% |
| | Married | 190 | 74.5% |
| | Divorced | 18 | 7.1% |
| | Widowed | 10 | 3.9% |
| Tenure (months) | Mean | 51.9 | (4.3 years) |
| | S.D. | 53.3 | |
| Past working experience | No | 21 | 8.2% |
| | Yes | 234 | 91.8% |
| Management position | No | 242 | 94.9% |
| | Yes | 13 | 5.1% |

3.2. Instruments

3.2.1. Turnover Intention

We used the measure of turnover intention developed by Wayne, Shore, and Liden (1997), which is composed of three items: (1) As soon as I can find a better job, I will leave the organization; (2) I am actively looking for a job outside the organization; and (3) I am seriously thinking of quitting my job. The measure was designed as a 5-point Likert scale. Although this turnover intention scale does not show a specific time to leave the organization, it covers the three stages of the turnover intention process discussed by Falkenburg and Schyns (2007), and was thus applied for this study. Its Cronbach's alpha was 0.76.

3.2.2. Organizational Commitment

We used a shorter version of organizational commitment designed in Mowday *et al.* (1979). The original scale has 15 items with a 7-point Likert type, but we applied six items among them in order to reduce the workload of the participants in this study. The six items included: (1) I talk up this organization to my friends as a great organization to work for; (2) I find that my values and the organization's values are very similar; (3) This organization really inspires the very best in me in the way of job performance; (4) It would take very little change in my present circumstances to cause me to leave this organization (a reverse question); (5) I am extremely glad that I chose this organization to work for over others I was considering at the time I joined; and (6) For me, this is the best of all possible organizations for which to work. The Cronbach's alpha of the six items was 0.80.

3.2.3. Job Satisfaction Facets

For this study, regarding the three specific aspects of job satisfaction, we developed separate scales to measure supervision, personal development, and HR policy. Our supervision scale was a 7-point Likert type and consisted of three items: (1) My supervisor is reliable and supportive of me; (2) My supervisor lacks impartiality to me (a reverse question); and (3) I do not trust my supervisor (a reverse question). The personal development scale was composed of three items: (1) I like my job because I feel I can grow through my job; (2) I enjoy working in this organization because I can learn from my job; and (3) I feel there are learning opportunities through my job. Finally, the HR policy scale also had three items: (1) I like the HR policies used in this organization; (2) The HR policies applied to my workplace are fair; and (3) This organization implements proper HR policies.

In order to analyze the validity and reliability of the three job satisfaction scales, we employed the completed data set of 255 using exploratory factor analysis (EFA) and subsequently employing confirmatory factor analysis (CFA). The results of the EFA indicated that three factors were dominant, as shown by eigenvalues greater than one, accounting for 69.7% of the total variance. The factor loadings for the three supervision items ranged from 0.68 to 0.87; those of the three personal development items ranged from 0.73 to 0.87; and those of the three HR policy items ranged from 0.80 to 0.81. Cross-loading was relatively low among the nine items, ranging from 0.31 to 0.01, providing initial support for convergent and discriminant validity. Subsequently, we performed the CFA on the same sample ($N = 255$) to confirm the validity of the three factors identified from the EFA. The results of the CFA indicated that the fit indices, except the χ^2 score, fell within an acceptable range ($\chi^2 = 59.11$, $p < 0.001$, $df = 24$; goodness of fit index [GFI] = 0.950; comparative fit index [CFI] = 0.952; normed fit index [NFI] = 0.923; and root mean square error of approximation [RMSEA] = 0.076), suggesting that the data fit the model well with structural validity. These fit statistics of the three-factor CFA model were clearly better than the fit statistics of a one-factor model of global job satisfaction ($\chi^2 = 339.88$, $p < 0.001$, $df = 27$; GFI = 0.747; CFI = 0.573; NFI = 0.558; and RMSEA = 0.214), verifying the discriminant validity of the three factors of job satisfaction facets (Venkatraman & Grant, 1986). Furthermore, we calculated the average

variance extracted (AVE), which was 0.54 for supervision, 0.58 for personal development, and 0.51 for HR policy. All AVE values are greater than 0.50, confirming the discriminant validity of the three satisfaction variables (Hair Jr., Black, Babin, & Anderson, 2010). Finally, the Cronbach's alpha coefficients for supervision, personal development, and HR policy were 0.77, 0.79, and 0.76, respectively, suggesting acceptable reliability.

In studies reporting the results of experimental manipulations or interventions, clarify whether the analysis was by intent-to-treat. That is, were all participants assigned to conditions included in the data analysis regardless of whether they actually received the intervention, or were only participants who completed the intervention satisfactorily included? Give a rationale for the choice.

4. Results

Table 2 depicts the correlation matrix and descriptive statistics for all key variables used in the present study. Results of the correlation examination illustrated that supervision, personal development, HR policy, organizational commitment, and turnover intention were significantly related to each other ($p < 0.01$ for all variables). The significant relationship between the turnover intention and the four others was negative, so that the decrease in the four attitudinal variables led to the increase in turnover intention.

Table 2. Correlation matrix and descriptive statistics for all key variables

| Variables | Mean | S.D. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--------------------------------------|-------|-------|-------------------|--------------------|--------|-------|---------|---------|---------|---------|---------|
| 1. Age | 35.32 | 8.57 | | | | | | | | | |
| 2. Gender | 0.22 | 0.42 | -0.06 | | | | | | | | |
| 3. Tenure (months) | 51.88 | 53.34 | 0.50** | -0.11 [†] | | | | | | | |
| 4. Past work experience | 0.92 | 0.28 | 0.43** | -0.08 [†] | 0.26** | | | | | | |
| 5. Management positions | 0.05 | 0.22 | 0.05 | -0.04 | 0.37** | 0.07 | | | | | |
| 6. Supervision satisfaction | 5.06 | 1.44 | 0.10 | -0.12 [†] | -0.09 | 0.03 | 0.02 | | | | |
| 7. Personal development satisfaction | 5.25 | 1.25 | 0.07 | 0.05 | 0.03 | 0.03 | 0.16** | 0.35** | | | |
| 8. HR policy satisfaction | 5.35 | 1.23 | 0.12 [†] | 0.01 | 0.09 | 0.03 | 0.24** | 0.34** | 0.82** | | |
| 9. Organizational commitment | 5.01 | 1.07 | 0.22** | -0.12 [†] | 0.15* | 0.00 | 0.18* | 0.38** | 0.52** | 0.57** | |
| 10. Turnover intention | 2.16 | 0.82 | -0.18** | 0.03 | -0.15* | -0.02 | -0.16** | -0.32** | -0.27** | -0.36** | -0.49** |

Note: Gender code (0 = female; 1 = male); past work experience code (1 = yes; 0 = no); management position code (1 = manager; 0 = not manager). $N = 255$; ** $p < 0.01$, * $p < 0.05$, [†] $p < 0.10$.

Table 3. Results of testing the impact of key variables

| | Organizational commitment | | | Turnover intention | | |
|---------------------------|---------------------------|------|--------|--------------------|------|---------|
| | β | s.e. | t | β | s.e. | t |
| Supervision | 0.07 | 0.05 | 1.34 | | | |
| Personal development | 0.42 | 0.06 | 6.92** | | | |
| HR policy | 0.35 | 0.08 | 4.61** | | | |
| Supervision | | | | -0.12 | 0.05 | -2.30* |
| Personal development | | | | 0.01 | 0.08 | 0.16 |
| HR policy | | | | 0.15 | 0.09 | 1.74 |
| Organizational commitment | | | | -0.54 | 0.13 | -4.19** |

$N = 255$. ** $p < 0.01$, * $p < 0.05$

To test the seven hypotheses, the present study used a structural equation model, as shown in Figure 2. The manifest variables have been omitted to simplify presentation of the model. As

depicted in Figure 2, the hypothesized model includes the structural path estimates with significant values, which are the standardized parameter estimates. Furthermore, Table 3 shows a summary of the regression results among the key variables.

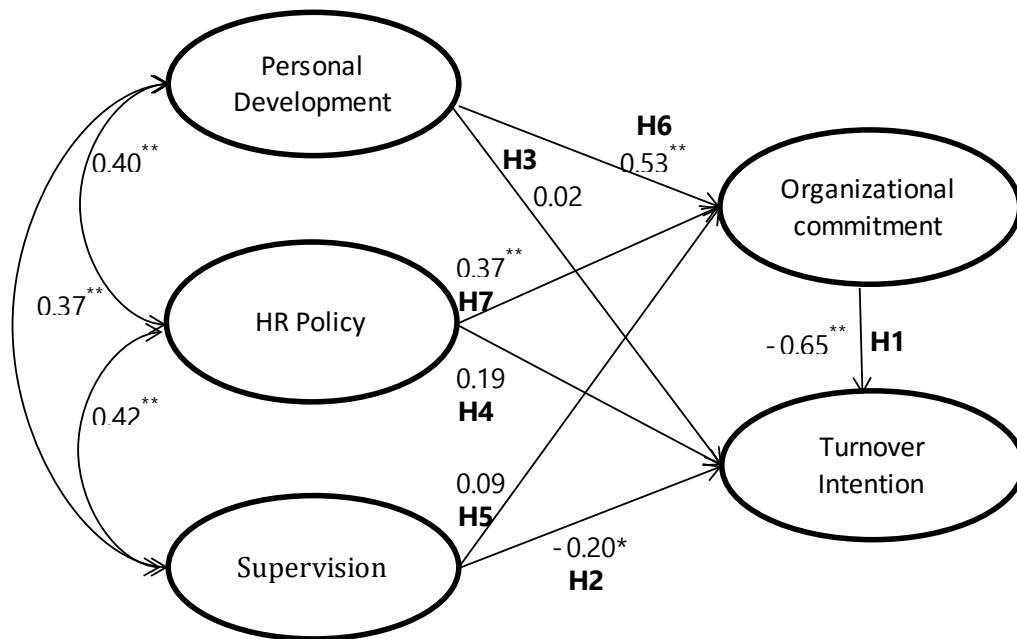


Figure 2. The Structural path estimates of the hypothesized model.

Notes: Structural path estimates are the standardized parameter estimates. The manifest variables within this model are omitted in order to simplify the presentation of the model.

Hypothesis 1 predicted that organizational commitment negatively influences turnover intention. Results of the correlation investigation indicated a significant negative association between these two variables ($r = -0.49$, $p < 0.01$). Further, the results of testing the structural equation model presented a significant effect of organizational commitment on turnover intention, as shown in Table 3 ($\beta = -0.54$, $p < 0.01$) as well as in Figure 2 (Standardized parameter estimate = -0.65 , $p < 0.01$). In this figure, we reported the standardized path coefficients because they are adequate and useful in comparing relative contributions to explained variance (Bagozzi, 1980). Accordingly, hypothesis 1 was accepted.

Hypothesis 2 predicted that satisfaction with supervision negatively influences turnover intention. The results of the correlation examination presented a significant negative relationship between these two variables ($r = -0.32$, $p < 0.01$). Also, the results of testing the structural equation model illustrated a significant influence of satisfaction with supervision to turnover intention, as depicted in Table 3 ($\beta = -0.12$, $p < 0.05$) as well as in Figure 2 (Standardized parameter estimate = -0.20 , $p < 0.05$). Consequently, the results led to the acceptance of hypothesis 2.

Hypothesis 3 projected that satisfaction with personal development negatively influences turnover intention. The results of the correlation analysis described a significant negative relationship between these two variables ($r = -0.27$, $p < 0.01$). However, the results of testing the structural equation model indicated an insignificant influence of satisfaction with personal development to turnover intention, as illustrated in Table 3 ($\beta = 0.01$, $p > 0.05$) and in Figure 2 (Standardized parameter estimate = 0.02 , $p > 0.05$). Therefore, hypothesis 3 was rejected.

Hypothesis 4 stated that satisfaction with HP policy negatively influences turnover intention. The results of the correlation analysis presented a significant negative relationship between these two variables ($r = -0.36, p < 0.01$). However, the results of testing the structural equation model showed an insignificant influence of satisfaction with HR policy to turnover intention, as described in Table 3 ($\beta = 0.15, p > 0.05$) and in Figure 2 (standardized parameter estimate = 0.19, $p > 0.05$). Therefore, the results led to the rejection of hypothesis 4.

Hypothesis 5 showed that satisfaction with supervision positively influences organizational commitment. The results of the correlation investigation illustrated a significant positive relationship between these two variables ($r = 0.38, p < 0.01$). However, the results of testing the structural equation model indicated an insignificant effect of satisfaction with supervision on organizational commitment, as shown in Table 3 ($\beta = 0.07, p > 0.05$) as well as in Figure 2 (Standardized parameter estimate = 0.09, $p > 0.05$). Accordingly, hypothesis 5 was rejected.

Hypothesis 6 stated that satisfaction with personal development positively influences organizational commitment. The results of the correlation analysis indicated a significant positive relationship between these two variables ($r = 0.52, p < 0.01$). Furthermore, the results of testing the structural equation model illustrated a significant positive influence of satisfaction with personal development to organizational commitment, as reported in Table 3 ($\beta = 0.42, p < 0.01$) as well as in Figure 2 (standardized parameter estimate = 0.53, $p < 0.01$). Therefore, hypothesis 6 was accepted.

Hypothesis 7 predicted that satisfaction with HR policy positively influences organizational commitment. The results of the correlation investigation illustrated a significant positive relationship between these two variables ($r = 0.57, p < 0.01$). Furthermore, the results of testing the structural equation model demonstrated a significant positive influence of satisfaction with HR policy to organizational commitment, as indicated in Table 3 ($\beta = 0.35, p < 0.01$) as well as in Figure 2 (standardized parameter estimate = 0.37, $p < 0.01$). Accordingly, the results produced the acceptance of hypothesis 7. The results of the hypothesis testing are summarized in Table 4.

Table 4. Results of the hypothesis testing

| Hypothesis | Independent variables | Dependent variables | Results |
|------------|--|---------------------------|----------|
| 1 | Organizational commitment | Turnover intention | Accepted |
| 2 | Satisfaction with supervision | Turnover intention | Accepted |
| 3 | Satisfaction with personal development | Turnover intention | Rejected |
| 4 | Satisfaction with HR policy | Turnover intention | Rejected |
| 5 | Satisfaction with supervision | Organizational commitment | Rejected |
| 6 | Satisfaction with personal development | Organizational commitment | Accepted |
| 7 | Satisfaction with HR policy | Organizational commitment | Accepted |

To evaluate the hypothesized model as depicted in Figure 2, we analyzed model fit indices that are shown in Table 5 (i.e., $\chi^2 = 222.537, df = 125, p < 0.01$; CFI = 0.940; GFI = 0.913; AGFI = 0.881; NFI = 0.876; and RMSEA = 0.055). According to these indices for the model fit analysis (Coovert & Craiger, 2000; Medsker, Williams, & Holahan, 1994), we can judge that our hypothesized model is largely properly fit. Based on the results of the hypothesis testing, the model may need to eliminate three examined relationships shown in Figure 2 that relate to H2, H4, and H5 because of the insignificant results. Finally, the results illustrated that organizational commitment clearly mediated between turnover intention and the two satisfaction variables of personal development and HR policy, while it was independent of the satisfaction with supervision that directly affected turnover intention.

Table 5. Fits of hypothesized model

| Model | χ^2 | df | Sig. | CFI | GFI | AGFI | NFI | RMSEA |
|--------------|----------|-----|------------|-------|-------|-------|-------|-------|
| Hypothesized | 222.537 | 125 | $p < 0.01$ | 0.940 | 0.913 | 0.881 | 0.876 | 0.055 |

$N = 255$

5. Discussion and Conclusions

5.1. A Brief Summary of Findings

This study examined how the three job satisfaction facets of supervision, personal development, and HR policy, and organizational commitment affect turnover intention. As discussed in the results section, satisfaction with supervision and organizational commitment negatively affected intention to quit in organization, while the two satisfaction facets of personal development and HR policy were insignificantly related to intention to quit. Another examination resulted in a strong relationship between organizational commitment and the two job satisfaction facets of personal development and HR policy, but not with supervision satisfaction. Accordingly, those results have led to conclude the following two points: (1) An employee's intention to quit the organization is likely to depend on his or her commitment to the organization as well as on his or her satisfaction with supervision; and (2) An employee's satisfaction with personal development and HR policy tends to determine his or her organizational commitment as a mediator of the intention to quit the organization.

5.2. Theoretical Implications

According to the results of the present study, we will raise a question concerning whether the influence of job satisfaction facets to turnover intention or organizational commitment would be the same as that of global job satisfaction. Many previous studies showed that global job satisfaction is a predictor of turnover intention (Blau, 1993; Dickey *et al.*, 2011; A. Scott *et al.*, 2006; Shields & Ward, 2001; Shore *et al.*, 1990; Tett & Meyer, 1993), and organizational commitment (Limyothin & Trichun, 2012; Lincoln & Kalleberg, 1985; Locke, 1997; Teeraprasert *et al.*, 2012; Wallace, 1995; Williams & Hazer, 1986; Wu & Polsaram, 2013). However, this study suggests that the influence on those two variables depends on what kind of job satisfaction facet employees engage in. This notion is congruent with the view derived from the study by Tett and Meyer (1993), indicating that the source of variability influencing turnover intention represents the difference between global job satisfaction and specific job satisfaction facets. Therefore, the following promising studies will need to be conducted: (1) which job satisfaction facets, excepting supervision, personal development, and HR policy, influence intention to quit and/or organizational commitment, and (2) how global job satisfaction is directly involved with each of the job satisfaction facets.

In relation to the above theoretical implication, another question will be raised as to why satisfaction with supervision tends to affect turnover intention. In contrast, why are satisfaction with personal development and that with HR policy unlikely to influence turnover intention? If turnover intention is more sensitive to a negative emotion than to a positive one, satisfaction with supervision will work as a negative emotion because of its hygiene factor (Herzberg *et al.*, 1993) or extrinsic or contextual factors. If this is true, turnover intention will be determined more by the extrinsic nature of the job satisfaction facets than by intrinsic job satisfaction facets. This notion would explain why satisfaction with personal development might not directly affect turnover intention because personal development entails a process of self-actualization, which is a motivator (Herzberg *et al.*, 1993). However, although HR policy is thought to be a hygiene factor, it did not influence intention to quit in this study. This contradiction will need additional explanation. Turnover intention may also be involved with direct concrete experience rather than abstraction. Because satisfaction with supervision requires a direct and concrete interaction between employees and their supervisors, it

may intensely affect how employees feel about their supervisors. Satisfaction with supervision, which is a hygiene factor, together with traits of direct and concrete experiences may determine turnover intention. Satisfaction with HR policy is a hygiene factor but does not have the characteristic of direct and concrete experience, so it may not be a strong predictor of intention to quit the organization. Consequently, in order to predict turnover intention, we could propose two dimensions of job satisfaction facets: (1) one dimension about intrinsic versus extrinsic nature and (2) the other one about direct/concrete experience versus abstraction. Job satisfaction facets that are both extrinsic and direct/concrete may be most influential on turnover intention.

5.3. Practical Implications

The results of this study suggest three practical implications. First, it is suggested that HR professionals conduct workshops or seminars for managers who are responsible for supervising people in the organization in order to disseminate the information about how managers' behavior influences the turnover intention of employees. If necessary, a training session for managers would need to be conducted using not only lectures, but also role-plays, case studies, and simulations. These HR activities would reduce unnecessary turnover of important employees in the organization. The second practical implication involves satisfaction of personal development. HR professionals as well as immediate supervisors should intentionally increase opportunities for employees to learn and develop through their jobs in the organizations. One way to do this may be to assign some challenging or developmental jobs in which employees can learn new skills or acquire knowledge. If employees perceive that they are learning and growing through the jobs, they will develop a commitment to the organization that will strongly reduce their intention to quit the organization because organizational commitment develops according to an employee's past behaviors (Suliman & Al-Junaibi, 2010). Finally, HR professionals need to develop HR policies that are as fair as possible for every employee and to explain about them to all employees properly. Similar to satisfaction with personal development, that with HR policy will increase organizational commitment among employees who feel the HR policies are fair. This process may take a longer time. However, once employees have a positive feeling about HR policies, their satisfaction level will increase, resulting in the development of organizational commitment. Consequently, the organization will reduce unnecessary turnover.

5.4. Limitations

This study had several limitations. First, all data were collected from a single company with only 255 valid dataset, which limits external validity to a great extent. Second, all variables were measured with data collected from a single source through a self-report questionnaire. This may possibly produce a great threat in common method variance. Third, three items may not be enough to measure a broad job satisfaction facet such as HR policy, which seems to lack evidence of content validity. Accordingly, a promising study should be conducted by using multiple organizations with scales revised and developed to measure the job satisfaction facets.

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