ANTECEDENTS OF EMPLOYEE TURNOVER INTENTION –

A CASE STUDY OF ORGANIZATION IN CHINA

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I hereby certify that the work embodied in this dissertation is the result of original research and has not been submitted for a higher degree to any other University or Institution.

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ABSTRACT

Although China has a population of over 1.3 billion, there is a growing shortage of qualified employees for the past three decades. China is experiencing a double-digit turnover rate and high turnover intention. Turnover intention and its antecedents, namely, perceived organizational support (POS), affective commitment, distributive justice, trust in organization and job security, were studied in this research with a case study of a FIE (foreign invested enterprise) manufacturing company in Guangdong of China. Two variations of conceptualized framework were developed and investigated using the technique of structural equation modeling. The result suggests that distributive justice, trust in organization and job security have negative impacts on turnover intention. Moreover, affective commitment mediates the impact of job security on turnover intention. The result also indicates that POS has an impact on affective commitment instead of affecting turnover intention directly. With the presence of affective commitment, the direct impact of POS on turnover intention becomes insignificant. As a result, POS and affective commitment mediate the impacts of both distributive justice and trust in organization on turnover intention.
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## List of Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>All employees turnover rate trends</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>Number of FIE and employees (Manufacturing) in China</td>
<td>2</td>
</tr>
<tr>
<td>1.3</td>
<td>Definition of terms</td>
<td>7</td>
</tr>
<tr>
<td>2.1</td>
<td>Summary of hypotheses</td>
<td>34</td>
</tr>
<tr>
<td>3.1</td>
<td>Definition of constructs</td>
<td>41</td>
</tr>
<tr>
<td>4.1</td>
<td>Frequency Distribution and Percentages for Demographic and Job Positional variables</td>
<td>50</td>
</tr>
<tr>
<td>4.2</td>
<td>Means, Standard Deviations and Correlations among measures (n = 270)</td>
<td>52</td>
</tr>
<tr>
<td>4.3</td>
<td>Variance Inflation Factor (VIF) of Independent Variables</td>
<td>52</td>
</tr>
<tr>
<td>4.4</td>
<td>Sources and reliability of the measures</td>
<td>53</td>
</tr>
<tr>
<td>4.5</td>
<td>CFA Goodness of Fit Statistics for hypothesized model</td>
<td>54</td>
</tr>
<tr>
<td>4.6</td>
<td>Factor loadings of CFA hypothesized model</td>
<td>55</td>
</tr>
<tr>
<td>4.7</td>
<td>Goodness of Fit Statistics for Model 1, Model 2 and Model 3</td>
<td>58</td>
</tr>
<tr>
<td>4.8</td>
<td>Nested model test parameters for Model 2 and Model 3</td>
<td>67</td>
</tr>
<tr>
<td>4.9</td>
<td>Nested model test parameters for Model 4a and Model 4b</td>
<td>69</td>
</tr>
<tr>
<td>4.10</td>
<td>Nested model test parameters for Model 5a and Model 5b</td>
<td>70</td>
</tr>
<tr>
<td>4.11</td>
<td>Nested model test parameters for Model 6a and Model 6b</td>
<td>71</td>
</tr>
<tr>
<td>4.12</td>
<td>Summary of hypothesis testing findings</td>
<td>73</td>
</tr>
</tbody>
</table>
# LIST OF FIGURES

| Figure 2.1 | Model 1 | ................................................................. | 28  |
| Figure 2.2 | Model 2 | ................................................................. | 29  |
| Figure 3.1 | Organizational Chart | .............................................................. | 40  |
| Figure 4.1 | Model 1 | ................................................................. | 56  |
| Figure 4.2 | Model 2 | ................................................................. | 57  |
| Figure 4.3 | Path diagram and coefficients for Model 1 | ....................... | 59  |
| Figure 4.4 | Path diagram and coefficients for Model 1 with direct paths included | ................... | 59  |
| Figure 4.5 | Path diagram and coefficients for Model 2 | ....................... | 62  |
| Figure 4.6 | Path diagram and coefficients for Model 3 | ....................... | 65  |
| Figure 4.7 | Path diagram and coefficients for Model 4a | ....................... | 68  |
| Figure 4.8 | Path diagram and coefficients for Model 4b | ....................... | 68  |
| Figure 4.9 | Path diagram and coefficients for Model 5a | ....................... | 69  |
| Figure 4.10 | Path diagram and coefficients for Model 5b | ....................... | 70  |
| Figure 4.11 | Path diagram and coefficients for Model 6a | ....................... | 71  |
| Figure 4.12 | Path diagram and coefficients for Model 6b | ....................... | 71  |
ABSTRACT ................................................................................................................iii

ACKNOWLEDGEMENTS ...................................................................................... iv

LIST OF TABLES ................................................................................................. v

LIST OF FIGURES .............................................................................................. vi

1. INTRODUCTION .............................................................................................. 1

1.1. Introduction .................................................................................................... 1

1.2. Background of the study .............................................................................. 1

1.3. Research problem and research questions .................................................. 7

1.4. Justification and importance of the research .............................................. 8

1.5. Research methodology ................................................................................. 9

1.5.1. Data collection .......................................................................................... 9

1.5.2. Sample and sampling design ................................................................. 9

1.5.3. Ethical issues of the research design ....................................................... 10

1.5.4. Data analysis ............................................................................................ 10

1.6. Outline of the thesis ..................................................................................... 11

2. LITERATURE REVIEW ................................................................................... 12

2.1. Background of the study ............................................................................ 12

2.2. Introduction ................................................................................................ 12

2.3. Critical analysis of literatures .................................................................. 12

2.3.1. Turnover and turnover intention .......................................................... 13

2.3.2. Impact to turnover intention ................................................................. 14

2.3.3. Antecedents of turnover intention ....................................................... 15

2.3.4. Social Exchange Theory ...................................................................... 16

2.3.5. Perceived organizational support (POS) ........................................... 17

2.3.6. Framework of Justice ........................................................................... 18

2.3.7. Trust in organization ............................................................................ 21

2.3.8. Framework of Commitment ................................................................. 22
2.3.8.1. Different approaches on organizational commitment, turnover intention and job satisfaction relationship................................................................. 23

2.3.8.2. Three-components model of organizational commitment .................. 24

2.3.8.3. Affective commitment ........................................................................ 24

2.3.9. Job security ............................................................................................ 26

2.4. Key findings from the literature review .................................................. 27

2.5. Hypotheses Development ....................................................................... 28

2.5.1. The relationship between POS and turnover intention..................... 29

2.5.2. The relationship between affective commitment and turnover intention 29

2.5.3. The relationship between distributive justice and POS ..................... 30

2.5.4. The relationship among trust in organization and both POS and affective commitment .................................................................................. 30

2.5.5. The relationship between job security and affective commitment ....... 31

2.5.6. The relationship between POS and affective commitment .................. 31

2.5.7. The mediation effect of affective commitment for job security on turnover intention32

2.5.8. Compound mediation of POS, affective commitment for distributive justice to turnover intention ................................................................. 32

2.5.9. Compound mediation of POS, affective commitment for trust in organization to turnover intention ................................................................. 32

2.6. Contributions ............................................................................................ 32

3. RESEARCH DESIGN ..................................................................................... 36

3.1. Introduction ............................................................................................... 36

3.2. Methodology ............................................................................................. 36

3.3. Method ........................................................................................................ 38

3.3.1. Instrument .............................................................................................. 38

3.3.2. Sampling and sample ............................................................................. 39

3.3.3. Fieldwork ............................................................................................... 40
3.3.4. Construct Operationalization ................................................................. 41
3.3.5. Measures – Scale items ........................................................................ 42
3.3.5.1. Turnover intention (TI) ..................................................................... 43
3.3.5.2. Perceived organizational support (POS) ........................................... 43
3.3.5.3. Affective commitment (AC) ................................................................. 44
3.3.5.4. Distributive justice (DJ) ..................................................................... 44
3.3.5.5. Trust in organization (TIO) ................................................................. 45
3.3.5.6. Job security (JS) ............................................................................... 45
3.3.5.7. Control Variables .............................................................................. 46
3.4. Validity and reliability ............................................................................ 46
3.5. Statistical Analysis .................................................................................. 48
3.6. Limitations .............................................................................................. 48
4. RESULTS .................................................................................................... 50
4.1. Data screening .......................................................................................... 50
4.2. Descriptive statistics .............................................................................. 50
4.3. Reliability and validity of the measures .................................................. 53
4.4. Research hypotheses testing with Model 1 .............................................. 57
4.4.1. Hypothesis 1 – POS and TI ................................................................. 61
4.4.2. Hypothesis 2 – AC and TI ................................................................. 61
4.4.3. Hypothesis 3 – DJ and POS ................................................................. 61
4.4.4. Hypothesis 4 – TIO and POS ............................................................... 61
4.4.5. Hypothesis 5 – TIO and AC ................................................................. 62
4.4.6. Hypothesis 6 – JS and AC ................................................................. 62
4.5. Alternative model - Model 2 ................................................................. 62
4.5.1. Hypothesis 2 – AC and TI ................................................................. 63
4.5.2. Hypothesis 3 – DJ and POS ............................................................... 64
4.5.3. Hypothesis 4 – TIO and POS ............................................................... 64
4.5.4. Hypothesis 5 – TIO and AC ................................................................. 64
4.5.5. Hypothesis 6 – JS and AC ................................................................. 64
4.5.6. Hypothesis 7 – POS and AC .............................................................. 65
4.6. Mediation effect with Nested model test - Model 3 ............................ 65
4.6.1. Hypothesis 8 – AC mediates JS to TI .............................................. 66
4.6.2. Hypothesis 9 – Compound mediation of POS, AC for DJ to TI ............ 67
4.6.3. Hypothesis 10 – Compound mediation of POS, AC for TIO to TI ......... 67
4.6.4. Nested Model test ............................................................................. 67
4.7. Summary of results ............................................................................. 73
5. DISCUSSION AND CONCLUSION .............................................................. 76
5.1. Introduction ......................................................................................... 76
5.2. Summary of results ............................................................................. 76
5.3. Discussion of findings ......................................................................... 77
5.3.1. POS and affective commitment on turnover intention ...................... 77
5.3.2. Distributive justice and POS .............................................................. 78
5.3.3. Trust in organization with POS and affective commitment .............. 78
5.3.4. Job security and affective commitment on turnover intention ............ 79
5.4. Implications ......................................................................................... 80
5.4.1. Theoretical implications ..................................................................... 80
5.4.2. Practical implications .......................................................................... 82
5.5. Limitations and future research directions ........................................... 87
5.6. Conclusion .......................................................................................... 88

References .................................................................................................. 90
Appendix 1: Participant Information Statement (English version) .......... 102
Appendix 2: Participant Information Statement (Chinese version) .......... 105
Appendix 3: Covering Letter ...................................................................... 108
Appendix 4: Organization Consent Form (English version) ................. 110
Appendix 5: Questionnaire (English version) .................................................. 112
Appendix 6: Questionnaire (Chinese version) .................................................. 118
Appendix 7: Collinearity Statistics - VIF ......................................................... 123
Appendix 8: Reliability Statistics – Cronbach’s Alpha ..................................... 125