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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WONG YUI WOON
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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.
I would like to acknowledge the help of many people during my study and research. First, my supervisor, Dr Rebecca Mitchell, who has continuously provided me full support with her precious advice and guidance. Without her patience and constructive advice, I would not be able to complete this dissertation smoothly with enjoyment. I would also like to thank Professor C. S. Wong who has provided me advice in statistical analysis of SEM which is a crucial part in my research. I would also like to thank my family, my wife, my kids and brother who have provided me much supports and tolerances in this long studying. Thanks are also due to Dr Joseph Tong who has provided me both academic and social supports in this journey.
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1. INTRODUCTION

1.1. Introduction

This chapter provides an introduction to the scope of this dissertation. Following the introduction, section 1.2 provides the background overview, and definitions and terms used in this study while section 1.3 defines the research problem and research questions. Justification for, and importance of this research will be presented in section 1.4. In section 1.5, the methodology of this research will be discussed, in particular, data collection, sample and sampling design, ethical issues and data analysis. Finally, the overall structure of this dissertation will be addressed in section 1.6.

1.2. Background of the study

Shortage of skillful and talent staffs has become an important issue in human resources management all over the world (Watson, 2006). Staff retention has become a significant contemporary issue in both developed and developing countries (Zhang and Wallace, 2008). China is experiencing a double-digit turnover rate (Doeringer, 2009). Survey data indicates that 38% of surveyed employees in China believe that they intend to quit their current job (Leininger, 2004). With such high turnover intention, the 2009 actual turnover rate and 2010 estimated turnover rate are reported as 12% and over 16% respectively (HayGroup, 2010).

<table>
<thead>
<tr>
<th></th>
<th>2007 Actual</th>
<th>2008 Actual</th>
<th>2009 Actual</th>
<th>2010 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Base Salary Movement</td>
<td>9.1%</td>
<td>10.2%</td>
<td>5.3%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Turnover Rate</td>
<td>14.0%</td>
<td>16.0%</td>
<td>12.0%</td>
<td>≥16.0%</td>
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Table 1.1: All employees turnover rate trends
(Source: Hay Group China 2010 Total Remuneration Survey)

China has also experienced changes in economic policy, which affects her labor affairs since economic reforms started in 1978. Before these reforms, the majority of individuals worked for state owned enterprises (SOE). Subsequently, China has
moved from a totally planned economy to a more free market system. China’s ‘three irons’ policy has been weakened. The ‘three irons’ policy means a job for life (or ‘iron rice bowl’), promotion on seniority, and standardized wages irrespective of the quality of the work (Yu and Egri, 2005). ‘Iron rice bowl’ refers to employment in state owned enterprises, which typically offers lifetime job security and relatively high wages and benefits (Turban, Lau, Ngo, Chow and Si, 2001; Seeborg, Jin and Zhu, 2000). The reforms caused the state owned enterprises to be restructured and downsized (Zhang and Wallace, 2008) and allowed foreign invested enterprises (FIE) to operate in China (Turban et al., 2001). Foreign direct investment in China has reached $148 billion in 2008 which is a significant rise over the past 20 years (Norris, 2011). Table 1.2 shows the number of foreign invested enterprises and employees in manufacturing sector in China in years 2009 and 2010. These changes in economic and employment policies have led Chinese employees to increase their employment mobility, which has increased pressure on organizations to retain skilled, experienced employees.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of FIE – Manufacturing sector</th>
<th>No. of FIE employees – Manufacturing sector (in ten-thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>64,118</td>
<td>2,138.50</td>
</tr>
<tr>
<td>2010</td>
<td>63,126</td>
<td>2,242.77</td>
</tr>
</tbody>
</table>

Table 1.2: Number of FIE and employees (Manufacturing) in China
Source: China Industry Economy Statistical Yearbook (2011; 2010)

Although China has a population of over 1.3 billion, there is a growing shortage of qualified employees for the past three decades, and organizations of every type are fighting hard to retain competent managers (Ma and Trigo, 2008). While China, on one hand has to compete for talented staff from western developed countries, many talented Chinese also seek permanent jobs in foreign countries after attaining their advanced degrees (Zhang, Yhang and Zhang, 2002). Furthermore, since China has entered the World Trade Organization (WTO), many multinational corporations have increased the size of their operations in China and this also
strengthens competition for talented staffs (Zhang and Wallace, 2008). Hence, turnover is an important issue for organizations in China.

Turnover generates significant negative effects for organizations, such as loss of talent and experience with additional recruitment and training costs (Loi, Ngo and Foley, 2006). Moreover, there is no guarantee of the skills or performance of the new replacements (Jones and George, 2011). Organizational performance may be undermined by significant turnover (Guthrie, 2001) and the estimated costs associated with turnover vary from 90% to 200% of annual salary (Allen, Bryant and Vardaman, 2010). However, direct measurement of turnover may not be practical as measurement of actual turnover requires longitudinal data (Knudsen, Ducharme and Roman, 2009). Chawla (2005) argues that voluntary turnover is an ambiguous measure of employees’ motivated choice to leave, since the documentation of the reasons for turnover is unreliable (Campion, 1991). More recent research has found that company records regarding turnover are typically deficient (Chawla, 2005). Hence, turnover intention is generally employed as a proxy for turnover (Knudsen et al., 2009; Ma and Trigo, 2008; Tett and Meyer, 1993; Spencer, Steers and Mowday, 1983).

Turnover intention is the extent to which employees intend to quit their employers (Ma and Trigo, 2008). Tett and Meyer (1993, p. 262) define turnover intention as “an intended and conscious willfulness of an employee to leave the organization”. Some researchers suggest turnover intention as one of the strongest turnover predictors (Allen et al., 2010; Lee and Mowday, 1987; Tett and Meyer, 1993) and research results also support a strong association between turnover intention and turnover (Kim, Park and Chang, 2011; Mitchell, 1981).

Compared with the traditional state owned enterprises, foreign invested enterprises have been granted greater autonomy in their operations and labor affairs and can have more flexible employment systems including labor contracts and termination (Turban et al., 2001; Chow, Fung and Ngo, 1999). Although foreign invested enterprises offer greater job challenges and higher compensation, they also offer less job security (Turban et al., 2001). In this research, data was collected from foreign invested manufacturing enterprise with a manufacturing
plant in Huizhou, Guangdong of China. Guangdong is a southern province that has witnessed considerable economic growth in the past decades (Wong, Wong and Ngo, 2012). It ranks third in total population within China’s 31 provinces, autonomous regions and special municipalities. It also ranks first in gross domestic products, exports and utilized foreign capital investment by 2005 (Norris, 2011). Moreover, as existing research on turnover intention has largely been located in Western countries, the location of this study sample provides significant empirical advantages. Hence, Guangdong provides a useful context to understand turnover intention and its antecedents.

This research aims to explore the relationship of turnover intention and its antecedents. There are many factors affecting employee turnover intention but five most significant antecedents are selected for investigation in the current study: first, perceived organizational support (POS); second, distributive justice; third, trust in organization; fourth, affective commitment; and fifth, job security. POS is a widely recognized, significant antecedent to turnover intention (Jawahar and Hemmasi, 2006; Loi, Ngo and Foley, 2006; Wayne, Shore and Linden, 1997) developed by Eisenberger et al. (1990; 1986). Similarly, affective commitment is another important antecedent of turnover intention that has a strong direct relationship with turnover intention (Perryer, Jordan, Firns and Travaglione, 2010; Wong, Ngo and Wong, 2002; Wong, Hui, Wong and Law, 2001). The relationship between POS and affective commitment to turnover intention will be furthered discussed in Section 2.3.8.3. With regard to distributive justice, Wayne, Shore, Bommer and Tetrick (2002) have concluded that distributive justice is a significant antecedent to POS, while Loi et al. (2006) express that there are not many studies exploring the relationship of distributive justice with turnover intention and it is especially worthy of further study in Chinese context. Trust in the organization has been found to be more related to higher organizational commitment and lower turnover intention while trust in supervisor is just related to increased satisfaction with supervisor (Tan and Tan, 2000). Furthermore, other studies also show that trust in organization is positively and significantly related to POS (Canipe, 2006; Chen, Aryee and Lee, 2005) and affective commitment (Wong et al., 2002; De Ruyter and Wetzels, 1999). Lastly, job security is a crucial factor for employees to determine intentions to stay with an organization (Noble,
Research findings show that there is a positive correlation between job security and affective commitment (Jenkins, 2008; Unckless, 1998) and a negative relationship to turnover intention (Wong, Ngo and Wong, 2003; Wong et al., 2002). Based on these research findings, these five factors were selected to form an integrated model for studying their impacts on turnover intention. A quantitative approach using anonymous questionnaires was employed. The mediating effects of perceived organizational support and affective commitment among the factors were also studied.

Perceived organizational support (POS) is the first antecedent to turnover intention that significantly affects employees’ turnover intention (Jawahar and Hemmasi, 2006; Loi et al., 2006). Perceived organizational support is a concept developed by Eisenberger et al. (1990; 1986) which describes the global beliefs formed by employees. The beliefs are the employees concerning about the extent to how their organizations value their contributions and how the organizations would care about their well-being.

Distributive justice (DJ) is the second antecedent to turnover intention. Distributive justice refers to fairness perception of outcomes (Loi et al., 2006, p. 101). Distributive justice is related to the impartiality of outcome that employees receive. Wayne et al. (2002) conclude that distributive justice is an antecedent to POS.

Trust in organization (TIO) is the third antecedent to turnover intention. Trust in organization is a form of institutional trust whereas institutional trust is the trust in the CEO and top management of an organization by the employee (Fox, 1974). It includes the employee’s trust in both his/her senior management and the employing organization. Researches show that trust in organization is positively and significantly related to POS (Canipe, 2006; Chen et al., 2005) but negatively related to turnover intention (Canipe, 2006).

Affective commitment (AC) is the forth antecedent that affects turnover intention (Loi et al., 2006; Tett and Meyer, 1993). The three-component model of commitment (Meyer and Allen, 1991) is a new commitment concept which has re-
conceptualized organizational commitment into three separate components, namely, affective commitment, continuance commitment and normative commitment. Affective commitment means the affective attachment of employees to the organization (Meyer and Allen, 1991). It is an emotional bond to one’s organization and such bonding is considered as a crucial determinant of dedication and loyalty to the organization (Rhoades, Eisenberger and Armeli, 2001).

Job security (JS) is the fifth antecedent that affects turnover intention (Wong et al., 2002; Staufenbiel and König, 2010). Research findings show that there is a positive correlation between job security and affective commitment (Jenkins, 2008; Unckless, 1998). Job security is defined as the perceived stability and continuance of one’s job as one knows it (Probst, 2003, p. 452).
### 1.3. Research problem and research questions

Table 1.3 defines the terms employed in this research together with their sources.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Definition</th>
<th>Source</th>
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<tr>
<td>Affective commitment (AC)</td>
<td>Employee’s emotional attachment to, identification with, and involvement in the organization.</td>
<td>Meyer and Allen (1991, p. 67)</td>
</tr>
<tr>
<td>Continuance commitment (CC)</td>
<td>An awareness of the costs associated with leaving the organization.</td>
<td>Meyer and Allen (1991, p. 67)</td>
</tr>
<tr>
<td>Job security (JS)</td>
<td>The perceived stability and continuance of one’s job as one knows it.</td>
<td>Probst (2003, p. 452)</td>
</tr>
<tr>
<td>Normative commitment (NC)</td>
<td>The reflection of a feeling of obligation to continue employment</td>
<td>Meyer and Allen (1991, p. 67)</td>
</tr>
<tr>
<td>Perceived organizational support (POS)</td>
<td>The global beliefs formed by employees concerning the extent to which their organization values their contributions and cares about their well-being.</td>
<td>Eisenberger, Huntington, Hutchison and Sowa (1986, p. 501)</td>
</tr>
</tbody>
</table>
Trust in organization (TIO) | A form of institutional trust, which includes an employee's trust in both the employing organization and the organization's senior management. | Wong, Ngo and Wong (2003, p. 483)
---|---|---
Turnover intention (TI) | A conscious and deliberate willfulness to leave the organization. | Tett and Meyer (1993, p. 262)

Table 1.3: Definition of terms

This study aims to investigate the antecedents of turnover intention and how they affect turnover intention of employees in foreign invested enterprises of China. Thus the following research problem is addressed in this study:

*To what extent do distributive justice, trust in organization, job security, perceived organizational support and affective commitment impact on turnover intention of employees in foreign invested enterprises of China?*

Five research questions were developed to achieve further insight into this research problem:

a) To what extent does distributive justice affect turnover intention?
b) To what extent does trust in organization affect turnover intention?
c) To what extent does job security affect turnover intention?
d) To what extent does POS mediate the effects of distributive justice and trust in organization to turnover intention?
e) To what extent does affective commitment mediate the effects of trust in organization and job security to turnover intention?

### 1.4. Justification and importance of the research

The study of employee turnover intention and antecedents is especially important in China due to the growing shortage of qualified employees and increasing high turnover rates (HayGroup, 2010; Doeringer, 2009). The model investigated in this
research incorporates constructs and pathways that have yet to be integrated into a comprehensive model while, in particular, no previous study has investigated perceived organizational support, affective commitment and turnover intention. The results of this research will allow a better understanding of employees’ turnover intention in Chinese foreign invested enterprises. These findings have direct implications for both local Chinese organizations and foreign multinational corporations to address turnover intention.

1.5. Research methodology
This study aims to describe how turnover intention is affected by antecedent variables. A deductive approach was employed generating hypotheses through a comprehensive literature review (Chapter 2) and modeling that are subjected to empirical examination.

1.5.1. Data collection
This study employed a quantitative survey research method. The data collection was conducted by using an anonymous, self-administered questionnaire to collect primary data. Previously validated scales were used for each variable to increase the reliability of this research. The participating organization is a FIE manufacturing company in Huizhou, Guangdong of China. With the authorization of the Managing Director of the organization, the HR Manager of the organization helped to distribute Participant Information Statement (PIS) and Chinese version questionnaire to each potential participant. Since most of the Chinese participants had received little English education, the survey questionnaire was translated into Simplified Chinese which is the popular written language in use in PRC. Employees were invited to participate voluntarily by completing a self-administered anonymous survey questionnaire.

1.5.2. Sample and sampling design
Participants were recruited from a single organization. All 410 workers and administrative staff of the participating organization were invited to participate. Hence, this is a census of the participating organization (Bryman and Bell, 2007). VanVoorhis and Morgan (2007) suggest an effective sample size of about 30
participants per variable. For the current research, a sample of 180, with 6 variables, meets this criterion.

1.5.3. Ethical issues of the research design

Since confidentiality is very important in organization research, all the questionnaire confidentiality and anonymity were prioritized. Each participant received a copy of Participant Information Sheet to assure confidentiality of participation. The PIS also noted that participants could withdraw from the survey anytime before submitting their questionnaires and that this decision would not affect them in any way. Their voluntary participation was deemed as consent. Employers and unrelated parties are not able to identify the respondents or access any participant opinions or responses. Only aggregated information and overall analysis will be provided to the participating organization and to the university. Contacts for queries or complaints were provided in the Participant Information Sheet as described in the Ethics Approval for Research approved by the Human Research Ethics Committee of University of Newcastle (Approval no. H-2012-0076).

1.5.4. Data analysis

Statistical methods were used for data analysis. Data collected were cleaned and coded into SPSS, a common statistical software package. Descriptive statistics were generated to provide an understanding of the distribution and shape of the data. Multicollinearities among constructs were checked with Variance Inflation Factor (VIF) to ensure insignificant interdependency among constructs. Cronbach’s alpha for each construct was calculated to ensure construct reliability. By using the confirmatory factor analysis (CFA) technique with structural equation modeling (SEM) software Lisrel (Joreskog and Sorbom, 2002), the validity of the hypothesized model was then verified as a whole. SEM also allowed the analysis of individual pathways and corresponding coefficients. Mediation effects were also tested with SEM techniques.
1.6. Outline of the thesis

This dissertation consists of four chapters, in addition to the current chapter.

Chapter 2 – Literature review
Chapter Two reviews the literatures related to turnover and social exchange theory together with concepts of perceived organizational support and the three-components model of organizational commitment developed on the basis of social exchange theory. Key findings from the literature review are discussed which lead to the development of the research hypotheses. Lastly, contributions of the study are also discussed.

Chapter 3 – Research design
Chapter Three discusses the design and methodology of this research. It describes the research instrument used together with sampling method and the sample employed. Scales for the constructs are explained and issues of validity and reliability discussed. Lastly, statistical analysis and the limitations of the methodology are presented.

Chapter 4 – Results
Chapter Four presents the descriptive and analytical findings. Conclusions about the hypothesized pathways and integrated models are drawn. Profiles of survey sample and research findings are also presented.

Chapter 5 – Discussion and conclusion
Chapter Five discusses the research findings and their theoretical and practical implications. It also highlights the limitations of the research together with the potential future directions.
2. LITERATURE REVIEW

2.1. Background of the study
The topic and framework for this research are introduced in chapter one. In chapter two, the objective is to review and analyze the literatures related to the social exchange theory together with the concepts of perceived organizational support and the three-components model of organizational commitment developed on the basis of social exchange theory. This chapter adopts a variety of theoretical frameworks that examine the relationships of turnover intention, perceived organizational support, organizational commitment, justice, trust and job security that are related to the research topic.

2.2. Introduction
China is experiencing double-digit turnover rate (Doeringer, 2009). Survey data indicates that 38% of surveyed employees in China intend to quit their current job (Leininger, 2004). With such high turnover intention, the 2009 actual turnover rate and 2010 estimated turnover rate are reported as 12% and over 16% respectively (HayGroup, 2010). Although China has a population over 1.3 billion, there has been a growing shortage of qualified employees for the past three decades, and organizations across industries are fighting hard to retain competent managers (Ma and Trigo, 2008). Turnover intention (TI) is widely used as a cognitive predictor of turnover (Ma and Trigo, 2008; Rhoades, Eisenberger and Armeli, 2001). Hence, understanding TI antecedents is valuable to organizations, especially in China.

2.3. Critical analysis of literatures
Literature about turnover intention is critically discussed in this chapter. Firstly, turnover, turnover intention and their relationship is discussed. Secondly, the impact and antecedents of turnover intention are investigated. Thirdly, social exchange theory, based on the works of Gouldner (1960) and Blau (1964) is reviewed, which leads to the later development of the concepts of perceived organizational support (Eisenberberger et al., 1986) and three-component model of organizational commitment (Meyer and Allen, 1991). Fourth, the concept of perceived organizational support and particularly its antecedents, distributive
justice and trust in organization, are discussed. Fifth, different approaches of organizational commitment, and the three-components model of organizational commitment are examined to explore the relationship of commitment, particularly affective commitment, to turnover intention. Lastly, job security as one of the antecedents of affective commitment is discussed. Key findings from literature and their contributions are also addressed in this chapter.

2.3.1. Turnover and turnover intention
Tett and Meyer (1993) define turnover as “the termination of the employment of an individual with a given organization”. Turnover brings practical problems to organizations such as loss of talent and additional recruitment and training cost (Loi, Ngo and Foley, 2006). It undermines organizational performance (Guthrie, 2001) and the total costs associated with turnover may range from 90% to 200% of annual salary (Allen, Bryant and Vardaman, 2010).

As articulated by Allen et al. (2010), turnover is generally considered to have two distinct types, namely, involuntary turnover and voluntary turnover. Involuntary turnover is initiated by the organization while voluntary turnover is initiated by the employee. Management typically focuses on voluntary turnover as these employees are normally preferable to be retained by the organization (Allen et al., 2010). Even within voluntary turnover, there are dysfunctional and functional turnovers (Dalton, Krackhardt and Porter, 1981). Voluntary turnover can be dysfunctional, or cause negative consequences to the organization (Chawla, 2005). Dysfunctional turnover is harmful to the organization when staff leaves with skill sets that are difficult to replace or the staff is a high performer. Functional turnover may not be harmful such when the staff is a poor performer or he/she is easy to replace (Allen et al., 2010; Dalton et al., 1981). The impact of turnover is least desirable for the organization when it is voluntary, dysfunctional and counterproductive (Campion, 1991).

Measurement of actual turnover requires longitudinal data which has led turnover intention to be commonly used as key predictor of actual turnover (Knudsen, Ducharme and Roman, 2009). Voluntary turnover is an ambiguous measure of employees’ motivated choice to leave (Chawla, 2005) as problems may exist in
documenting the reasons for turnover (Campion, 1991). In addition, previous research has found that company records on turnover are typically deficient (Chawla, 2005). As a result, turnover intention is generally used as a proxy for turnover (Ma and Trigo, 2008). Loi et al. (2006) argue that turnover intention has been considered as a proximal antecedent as it captures the perceptions and evaluations of employees on job alternatives (Allen, Shore and Griffeth, 2003; Mobley et al., 1979).

Turnover intention is the extent to which employees intend to quit their employers (Ma and Trigo, 2008). Tett and Meyer (1993, p. 262) define turnover intention as “an intended and conscious willfulness of an employee to leave the organization”. Turnover intention is widely used as a cognitive predictor of turnover (Knudsen, Ducharme and Roman, 2009; Ma and Trigo, 2008; Tett and Meyer, 1993; Spencer, Steers and Mowday, 1983). Some researchers also suggest turnover intention as one of the strongest turnover predictors (Allen et al., 2010; Tett and Meyer, 1993; Lee and Mowday, 1987). Ma and Trigo (2008) also state that turnover intention can be used as a deputy for actual turnover and research result of Mitchel (1981) supports the association of turnover intention and turnover.

Mobley (1977) explains that employees will have the idea to leave (or turnover intention) when they are dissatisfied, and turnover is the actual action of leaving the organization. Liu (2008) suggests that turnover intention is an important variable contributing to the act of leaving, as the level of turnover intention affects the act of turnover. Moreover, turnover intention also affects the performance of the employee (Palich et al., 1995). Hence, the investigation of turnover intention and its antecedents is valuable and important to organizations, especially in a country like China in which there is a recognized shortage of skilled employees.

2.3.2. Impact to turnover intention

When an employee has an intention to quit the current organization, there will be an impact on his/her performance (Curry, Snyder, Cook, Ruby and Rehm, 1997) and absenteeism (Felfe and Yan, 2009). Job performance can be considered as a form of investment of the employees in their organizations, for recognition or promotion. If employees have an intention to quit, they will have lower
expectations of performance, which will undermine their actual performance (Curry et al., 1997). Hence, it is expected that the higher turnover intention of employees, the lower will be their willingness to invest in the organization. Moreover, employees may reduce their input or effort in their job as a consequence of their turnover intention. Studies show that employees’ turnover intention is negatively related to their job performance (Hui, Wong and Tjosvold, 2007; Palich et al., 1995). Felfe and Yan (2009) also argue that the lower the turnover intention, the lower will be the rate of absenteeism with absenteeism being defined as the failure to report for scheduled work (Johns, 2002).

2.3.3. Antecedents of turnover intention

Multiple factors have been found to affect turnover intention, such as job satisfaction (Organ, Podsakoff and MacKenzie, 2006; Mobley, 1997; Tett and Meyer, 1993), affective attachment (Eisenberger et al., 1990), trust in organization (Wong, Ngo and Wong, 2003), trust in supervisor (Wong et al., 2003), job security (Wong et al., 2003; Wong, Ngo and Wong, 2002), organizational commitment (Loi et al., 2006; Wong et al., 2001; Tett and Meyer, 1993), affective commitment (Wong et al., 2002; Rhoades, Eisenberger and Armeli, 2001; Meyer and Allen, 1997), and perceived organizational support (Jawahar and Hemmasi, 2006; Loi et al., 2006).

Early research models proposed that job satisfaction affect turnover intention (Organ et al., 2006; Mobley, 1997; Tett and Meyer, 1993; Arnold and Feldman, 1982). However Spencer et al. (1983) propose that job satisfaction and turnover intention only have an indirect linkage. Organizational commitment has also been argued as a factor that affects turnover intention of employees (Loi et al., 2006; Wong, Hui, Law, 1995). Furthermore, Guzzo, Noonan and Elron (1994) articulate that perceived organizational support also affects turnover intention. When an employee views an employer as poor in their support of him/her, the employee will be more likely to seek employment elsewhere. The antecedents of turnover intention such as perceived organizational support, affective commitment, distributive justice, trust in organization and job security will be discussed in following sessions.
2.3.4. Social Exchange Theory

A dominant approach to explaining the relationship between employee and organization is social exchange theory (Loi et al., 2006), which is rooted in the works of Gouldner (1960) and Blau (1964). Social exchange theory aims to capture the complex nature of interaction between the two parties in a relationship (Wong, Wong, Ngo and Lui, 2005) and includes both social and economic aspects (Cropanzano, Rupp and Byrne, 2003). Social exchange theory is useful to understand turnover (Taylor and Pillemer, 2009). It is also important to the understanding of perceived organizational support (Eisenberger, Huntington, Hutchison and Sowa, 1986) and affective commitment (Pan and Zhou, 2011). The research results of Taylor and Pillemer (2009) indicate that positive social exchange may affect staff actual turnover through the mechanism of staff member’s affect.

Social exchange theory is based on the fundamental premise that human behavior is an exchange of rewards between actors (Zafirovski, 2005). Exchange parties follow the principles of reciprocity (Gong, Law, Chang and Xin, 2009). It entails unspecified obligations (Wayne, Shore and Linden, 1997; Blau, 1964) that hold when a person engages in behavior that benefits another person, there is an expectation of some future return (Shore et al., 2009; Gouldner, 1960) of equivalent value (Gong et al. 2009). However, the form and timing of return is normally unclear and hence this creates an opportunity for these two parties to show their trustworthiness (Shore et al., 2009). Wayne et al. (1997) explain that norm of reciprocity (Gouldner, 1960, p. 171) has two assumptions. Firstly, “people should help those who have helped them”. Secondly, “people should not injure those who have helped them”. Hence, feelings of obligation are created when a donor acts in a manner that is beneficial to a recipient and in which those actions go beyond the requirements of a social role (Wayne et al., 1997). The recipient is indebted to the donor until he/she repays the obligation (Gouldner, 1960). Social action is contingent upon rewarding reactions from others and there are negative consequences when the expected responses do not occur (Beniger and Savory, 1981). Hence, individuals establish and continue social relations with the expectations of such relations will be mutually advantageous (Zafirovski, 2005). Employees consider their organizations to be an entity with which they
have exchange relationships (Rousseau, 1990). When such exchanges happen between an employee and his/her employing organization, these are called perceived organizational support (Eisenberger, et al., 1986).

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

Based on the social exchange view, Eisenberger et al. (1990; 1986) have developed a concept of POS which proposes that global beliefs are formed by organizational employees regarding the extent to which their organization values their contributions and is concerned for their well-being. Employee will highly value voluntary benefits from the organization as these indicate the genuine respect of the organization for the employee and recognition of the employee’s contributions (Loi et al., 2006). Employees seek a balance in their exchange relationships with their organizations, by having attitudes and behaviors comparable to the degree of the commitment of their employers to them (Wayne et al., 1997). Such POS will positively affect organizational performance and reduce absenteeism (Eisenberger et al., 1986).

POS of employee is formed through a process of personification of the employer (Loi et al., 2006; Levinson, 1965) with accumulation, over time, of rewards and punishments that the employee has received from more powerful organization members (Wayne et al., 1997). Hence, Wayne et al. (1997) expect the history of rewards of an employee, which results from various human resource practices and decisions, would contribute to POS. Furthermore, when employees observe that there are relationships between human resource decisions and valued rewards, they may view these decisions as meaningful indicators of future organizational supports.

Later research, extending the works of Eisenberger and his peers (1986), further concludes that POS affects turnover intention (Jawahar and Hemmasi, 2006; Loi et al., 2006). It is believed that in order to reciprocate a positive POS, employees will develop stronger attachment with the organization. Lee, Chen and Wang (2010) suggest that the more perceived supports received from their organizations, the greater employees positive mood at work, which, in turn, increases affective commitment and decreases turnover intention (Loi et al., 2006).
In addition to affecting turnover intention, POS has broad effects on various organizational behaviors. Since the introduction of POS in 1986, support has been found for POS affecting on turnover intention, organizational commitment of employees (Loi et al., 2006; Eisenberger et al., 1990), affective commitment (Panaccio and Vandenbergh, 2009; Eisenberger, et al., 2001), normative commitment (Panaccio and Vandenbergh, 2009), organizational citizenship behavior (Shore and Wayne, 1993), and trust in organization (Stinglhamber, De Cremer and Mercken, 2006). In the current research, I extend previous findings by investigating the relationship of POS to turnover intention, and affective commitment. Affective commitment is one type of organizational commitment, according to the three-components model of organizational commitment developed by Meyer and Allen (1991).

2.3.6. Framework of Justice
While POS has greatly affected turnover intention, there are many factors affecting POS. The notion of fairness or justice has become a construct attracting greater interest over previous decades (Colquitt, 2001). Studies of organizational justice have indentified two major types of justice, namely, distributive justice (DJ) and procedural justice (PJ; Loi et al., 2006). Distributive justice refers to fairness perception of outcomes while procedural justice refers to the fairness perception of procedures used to decide the outcome allocation (Loi et al., 2006, p. 101).

Early studies on organizational justice mainly concern distributive justice, which is based on Adams’ (1965) equity theory (Loi et al., 2006). Adams suggests that an employee will calculate their perceived input-outcome ratio. Then an employee will compare such ratio with the same of a referent party. When inequity presents with unequal ratio between the employee and the reference party, feeling of injustice by one or both parties will be generated. Such negative feelings will motivate the two parties to react in psychological or behavioral ways by, for example, changing job performance so as to rectify the unfair situation (Loi et al., 2006). The justice associated with decision outcomes is termed as distributive justice and is fostered when organizational outcomes are consistent with the implicit allocation norms of the organization (Colquitt, 2001). Moorman, Blakely
and Niehoff (1998) also articulate that justice perceptions may be one of the important aspects of employee's evaluation of discretionary actions from the organization, which is an indication of the degree of organizational support. Moreover, it is found that distributive justice is related to work outcomes such as trust in organization, organizational commitment and job satisfaction (Loi et al., 2006; Wong et al., 2002).

Studies on justice have also focused on procedural justice, which is fostered through voice during decision making process or influence over the outcome (Thibaut and Walker, 1975). The research of Sweeney and McFarlin (1993) find that the 2-factor model receives most supports which specifies that procedural justice is related to organization-related outcomes like commitment while distributive justice is related to personal-related outcomes, like pay satisfaction. The 2-factor model considered distributive justice and procedural justice as distinct constructs. Later research also adds another factor to the justice model, with interactional justice defined as “the interpersonal treatment that received by employees when procedures are being carried out” (Colquitt, 2001). Interactional justice is fostered when decision-makers treat employees with respect, with clear articulation of the decision rationale in the course of decision-making.

Stinglhamber et al. (2006) summarize these three types of justice and articulate that employees distinguish among at least three forms of justice. Distributive justice is related to the impartiality of outcome that employees receive, such as wages or promotion opportunities. Procedural justice is the second one which refers to the fairness of organizational procedures that are leading to these results. Interactional justice is the third one which refers to the interaction received by employees when procedures are carried out, or quality of the interpersonal treatment.

Wayne et al. (2002) have concluded that both distributive justice and procedural justice are significant antecedents to POS. Furthermore, procedural justice is even more significantly related to POS than of distributive justice. Wayne et al. explained this phenomenon with the POS concept of Eisenberger et al. (1986) by stating that although it is possible for organizations to have fair procedures for all
employees (i.e. procedural justice presents), many valued outcomes are competitive due to limited resources. As a result, organizations may not be capable of providing valued outcomes for all employees, which leads to a focus on procedural justice in order to enhance the organizational support perceptions of employees.

Conversely, Loi et al. (2006) have expressed that although there are many studies on distributive justice, there are not many studies exploring its relationship with turnover intention. They also propose that both procedural justice and distributive justice affect POS, but the underlying processes explaining how organizational justice leads to turnover still remain unclear. Moreover, the growing attention paid to the study of procedural justice has led to a reduced emphasis on the importance of distributive justice. Cropanzano et al. (2001) attribute such diminution of distributive justice to the research focus on constructs with more potential to enhance organizational outcomes. Although Western studies generally treat procedural justice as a crucial resource in the employee-organization exchange, Loi et al. (2006) find that lawyers in Hong Kong place strong emphasis on distributive justice as well as procedural justice. Consequently, it is expected that the effect of distributive justice will be different in East from the West. Furthermore, from the findings of the research of Wong, Wong and Ngo (2012), support is found for the role of distributive justice as a stronger antecedent to POS than procedural justice for Chinese employees, on the basis of tests of competing models. Owing to the reasons above, there is a need to further study on the relationship of distributive justice to POS and to turnover intention, particularly in the Chinese context. Moreover, Loi et al. (2006) conclude that distributive justice is a major antecedent of POS which mediates the effect of distributive justice to turnover intention. While the study of Loi et al. (2006) investigates the relationship of procedural justice and distributive justice to turnover intention mediated by POS and organizational commitment, the current research investigates the impact of distributive justice on turnover intention through POS and affective commitment. In addition, trust in organization and job security are also investigated as antecedents in the current study.
2.3.7. **Trust in organization**

Trust has received substantial attention in management research (Tan and Lim, 2009). Much research effort has contributed to understanding the nature and forms of trust (Wong et al., 2003). Wong et al. (2003) also suggest that higher level of trust is expected to result in more positive attitudes, behaviors and outcomes in workplace. Among the various definitions of trust, the definition defined by Rousseau et al. (1998) is widely accepted as “a psychological state comprising the intention to accept vulnerability based upon expectations of positive intentions or behavior of another”. Dirks and Ferrin (2001) articulate a variation of trust as a belief or expectation that one can rely on the actions and words of someone else. McCauley and Kuhnert (1992) further suggest that trust of employees is a multidimensional construct. The vertical construct of trust involves the trust of the employee in his/her supervisor, subordinates and top managers while the lateral construct of trust refers to the trusting relationships between the employee with his/her peer workers.

Wong et al. (2003) consider that there are two major types of trust and both are vertical types of trust, namely, trust in organization and trust in supervisor. First, trust in organization (TIO) is a form of institutional trust reflecting trust in the CEO and top management of an organization by the employee (Fox, 1974). It is defined as an employee’s willingness to be vulnerable to the actions of the organization, whose behavior and actions the employee cannot control (Tan and Lim, 2009, p. 46). Trust in organization includes the employee’s trust in both his/her senior management and the employing organization. Such willingness can be developed only when the organization articulates clearly its actions to its employees through formal and informal networks (Tan and Lim, 2009). Second, trust in supervisor (TIS) is the positive expectations of the employee regarding the intentions and conduct of the supervisors of the employee. Trust in supervisor is a form of interpersonal or dyadic trust. Stinglhamber et al. (2006) suggest that it is important to foster trust at multiple organizational levels. Tan and Tan (2000) articulate that trust in supervisor is related to increased satisfaction with supervisor while trust in organization is related to higher organizational commitment and lower turnover intention.
Among the various factors affecting turnover intention, Davies et al. (2000) suggest that trust in senior management is an important factor. It is also reported that trust in senior management is highly but negatively correlated with the employees’ desire of turnover (Costigan, Ilter and Berman, 1998, cited in Wong et al., 2003). It is expected that employees’ trust in organization for workers in Chinese organizations will affect their intention to leave their organizations. Tan and Tan (2000) further suggest that trust in organization has negative impact to turnover intention. Based on Blau’s (1964) social exchange theory, trust is more likely to develop between employers and employees under the circumstances of stable long term relationships (Wong et al. 2002).

Moreover, trust in organization will additionally strengthen the affective commitment of the employees to their organizations. Studies also report that trust has positive relationship with affective commitment (Wong et al., 2002; De Ruyter and Wetzels, 1999) and trust in organization has impact on affective commitment (Wong et al., 2002). In addition, other studies also show that trust in organization is positively and significantly related to POS (Canipe, 2006; Chen, Aryee and Lee, 2005). Based on these findings, it is argued that trust in organization has significant impact on POS and affective commitment.

2.3.8. Framework of Commitment

Focusing on the effect of POS on turnover intention, the influence of organizational commitment on turnover intention is also worthy of study. Naresh, Chong and Pawan (2001) have concluded that organizational commitment is the most important factor influencing turnover intention. Researchers also find a significant negative relationship between organizational commitment and turnover intention (Wong, Hui and Law, 1995; Tett and Meyer, 1993). Meyer and Allen (1991) view organizational commitment as a psychological state or mind set with beliefs and/or feelings regarding the relationship of an employee with his/her organization. Wong et al. (2001) have consolidated the definition of commitment as the strong belief in and acceptance of organizational goals, a strong willingness to maintain the membership with the organization, and a desire to put in significant amount of efforts for the organization. Meyer and Allen (1997) suggest that a committed employee will stay with the organization through ‘thick and thin’,
attends work regularly and protects company assets. Meyer and Allen also propose that committed staff will be more valuable employees than those with weak commitment. Felfe and Yan (2009) also explain that commitment is a crucial precondition for employee behavior in organization especially in collectivistic contexts such as China.

Leininger (2004) has found that organizations with highly committed staffs have a 200 percent greater return to shareholders than those organizations with less committed employees. Moreover, long-term employee commitment is a more important factor than effective compensation in retaining employees.

2.3.8.1. Different approaches on organizational commitment, turnover intention and job satisfaction relationship

Wong et al. (2001) have summarized the causal relationship of organizational commitment, job satisfaction and turnover intention. The first approach is that job satisfaction affects organizational commitment and it, in turn, affects turnover intention. The second approach is that organizational commitment does not directly affect turnover intention. As a result, organizational commitment affects job satisfaction and it, in turn, affects turnover intention. The third approach receives the strongest Western empirical support, and suggests that organizational commitment and job satisfaction affect each other and turnover intention is affected by both of these factors. Owing to greater levels of individualism in the West, although organizational commitment significantly affects turnover intentions, its influence on turnover is less than that of job satisfaction (Wong et al., 2001). However, the effects of these three factors may be different for employees under the Chinese culture and this prioritizes further research in a Chinese context. Contrary to the findings of Western studies, the research of Wong et al. (2001) has found that organizational commitment is a predictor of both turnover intention and job satisfaction in the Chinese context. The difference in results between China and Western contexts may be explained by the contention that Chinese traditional cultural values of loyalty, relationship (or Chinese term ‘guanxi’) and reciprocity (or Chinese term ‘pao’) still have essential effects on work-related behaviors and attitudes of Chinese employees (Wong et al., 2001). By fostering the organizational commitment of Chinese employees, the
employees may result in having long-term positive working attitudes and behaviors to their organization. As a result, the level of turnover intention will be lower.

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

Since there was no clear consensus across past studies regarding the organizational commitment definition, Meyer and Allen (1991) synthesized previous studies and established a model of organizational commitment incorporating three components. The first component is affective commitment (AC), which means the affective, or emotional, attachment of employees to the organization. Consequent to strong affective commitment, employees continue employment with the organization because of their desire to do so. The second component is continuance commitment, which reflects perceived cost linked to leaving the company. Employees continue their employment with the organization because they need to do so. The third component is normative commitment which means an obligation to remain with the organization. High normative commitment leads employees to feel that they ought to remain with the organization (Wong et al., 2001; Meyer and Allen, 1991). This model has led to significant follow-up research and allows researchers to examine why staff would build up stronger commitment to their organizations. Wong et al. (2002) explain that some of the Chinese cultural values, such as collectivism, loyalty and respect for authority, are expected to have significant impacts on the affective commitment of employees.

2.3.8.3. **Affective commitment**

Among the three components of organizational commitment, affective commitment is a significant antecedent to turnover intention (Newman, Thanacoody and Hui, 2012; Joarder, Sharif and Ahmmed, 2011; Maertz, Griffeth, Campbell and Allen, 2007; Addae, Parboteeah and Davis, 2006; Wong, Ngo and Wong, 2002) and has a strong direct relationship with turnover intention (Wong et al., 2002; Wong et al., 2001). Some research results further indicate that affective commitment mediates the impact of POS on turnover intention (Newman et al., 2012; Maertz et al., 2007; Addae et al., 2006). Rhoades et al. (2001) explain that affective commitment is an emotional bond to one’s organization and such bonding is considered as a crucial determinant of dedication and loyalty to the
organization. Furthermore, employees who are affectively committed will have a sense of belonging to their organization together with identification, leading to increased involvement in organizational activities, stronger desire to remain with the organization, and higher willingness to pursue organizational goals. Lee, Chen and Wang (2010) also explain that employees perceiving support from their organization could potentially increase their instances of positive mood at work which could further cause positive emotional associations with the organization itself, and hence increasing affective commitment (Eisenberger et al., 1990) and reducing turnover intention (Mathieu and Zajac, 1990). Following this, affective commitment is a potential predictor for turnover intention.

With a focus on predictors of commitment, Eisenberger et al. (1986) argue that employees become affectively committed to their organizations because they develop perceptions that their organizations are committed to them, or POS. Research also supports that there is strong relationship between POS and affective commitment (Canipe, 2006; Chen et al., 2005; Shore and Wayne, 1993; Eisenberger et al., 1990). Rhoades, Eisenberger and Armeli (2001) further find that affective commitment mediates the relationship between POS and turnover of employees. The research result of Addae, Parboteeah and Davis (2006) suggests that POS affects affective commitment which in turn negatively affects turnover intention. Perryer, Jordan, Firns and Travaglione (2010) also report a powerful relationship between affective commitment and turnover intention. However, instead of having affective commitment as the mediator between POS and turnover intention, the research result of Perryer et al. (2010) shows that POS is the mediator between affective commitment and turnover intention. Hence, it is worthwhile to further investigate the relationship and mediation effects among POS and affective commitment to turnover intention. While the research of Addae et al. (2006) suggests that affective commitment mediates the effect of POS to turnover intention, the research result of Perryer et al. (2010) suggests a contrary relationship of POS mediating the effect of affective commitment to turnover intention. This research will investigate the relationship among all three constructs in an integrated model in a China context.
2.3.9. Job security

Job security has been recognized as one of the important human resources issues for the past two decades (Sverke, Hellgren and Naswall, 2002). Research has indicated that low level of job security leads to a negative impact on employee work behaviors (Ashford, Lee and Bobko, 1989). Although it may be expected that the threat of low job security may affect job performance, Wong et al. (2005) argue that employees may attempt to maintain or even improve their performance level, since lowering of performance may increase the likelihood of being fired or laid off. Sutton (1987) reports that employees even increase their efforts and productivity to earn extra cash in preparing for job losses after the announcement of plant closure.

Job security is a crucial factor for employees to determine intentions to stay with an organization (Noble, 2008) and it is viewed as one of the dominant needs and one of the principal reasons for working (Super, 1957, p. 13). In emerging economies like China, economic reform and continual organizational restructuring or layoffs have raised concern for employees in China about whether they still have secure jobs in their organizations (Loi, Ngo, Zhang and Lau, 2011; Lee, Bobko and Chen 2006). Job security is defined as the perceived stability and continuance of one’s job as one knows it (Probst, 2002, p. 146). Perceived job security is also defined as a psychological state in which workers vary in their expectations of future job continuity within organization (Kraimer, Wayne, Liden and Sparrowe, 2005, p. 390). Employees have implicit expectations of job security and a perceived threat to their job security may imply a possible violation of psychological contract (Shore and Tetrick, 1994) which in turn will trigger the reassessment of the psychological contract. Turban, Lau, Ngo, Chow and Si (2001) explain that two employees, even those holding the same job in the same organization, may experience different levels of job security.

Shore and Tetrick also explain that the fear of losing jobs, especially for lower level employees, will bring anxiety and stress to the employees. Based on social exchange theory (Blau, 1964) and theory of norm of reciprocity (Gouldner, 1960), organization demonstrates commitment to the employees through job security, and in return employees reciprocate the commitment to the organization (Chang,
Probst (2002) proposes that job security will influence staff organizational commitment and work withdrawal. Research findings also show that there is a positive correlation between job security and affective commitment (Jenkins, 2008; Unckless, 1998). Previous research has also proposed that there is a negative relationship between job security and turnover intention (Wong, Ngo and Wong, 2003; Wong et al., 2002).

Wong et al. (2002) report that employees’ job security has positive effect on their affective commitment in Chinese organization. Staufenbiel and Konig (2010) have studied the impact of job security on turnover intention directly while other research has proposed job security has impact on affective commitment (Wong et al., 2002; Unckless, 1998). Researches (Joarder, Sharif and Ahmmed, 2011; Wong et al., 2002) further propose affective commitment mediates the impact of job security on turnover intention.

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

Based on the literature and discussions above, it is found that turnover intention is an important and widely used predictor of turnover, while turnover has an important impact on the performance and competitiveness of organizations. With the introduction of the concept of perceived organizational support by Eisenberger et al. (1986), research has further built upon this foundation and investigated the causal relationship of POS to turnover intention. In parallel, the re-conceptualization of organizational commitment by Meyer and Allen (1991) details different components of commitment with affective commitment as the dominant component, having significant impact on turnover intention. Distributive justice and trust in organization are found to potentially affect turnover intention through the mediating effect of POS. Similarly, trust in organization and job security also potentially affect turnover intention through the mediating effects of affective commitment. The research result of Addae et al. (2006) suggests that POS influences affective commitment which in turn negatively affects turnover intention. The current research extends these previous studies by investigating turnover intention and its antecedents of distributive justice, trust in organization, job security, POS and affective commitment. In particular, the relationship among POS, affective commitment and turnover
intention has yet to be investigated.

2.5. **Hypotheses Development**

Based on the literature reviewed, two conceptual models of turnover intention and its antecedents are developed. Model 1 includes both POS and affective commitment as direct antecedents to turnover intention with distributive justice, trust in organization and job security as the independent variables.

![Model 1 Diagram](image)

Figure 2.1: Model 1

Model 2 considers the alternative approach of affective commitment mediating the effect of POS on turnover intention (Addae et al., 2006; Rhoades et al., 2001). This section explains the relationships among the constructs as shown in Model 1 and Model 2 together with the hypotheses to be tested in this research.
2.5.1. The relationship between POS and turnover intention

As discussed in section 2.3.5, research supports that POS affects turnover intention (Jawahar and Hemmasi, 2006; Loi et al., 2006). Employees highly value the voluntary support from the organization (Loi et al., 2006). It is believed that in order to reciprocate a positive POS, employees will develop stronger attachment with the organization. The more the perceived supports received from the organizations, the lower employee turnover intention (Lee et al., 2010; Loi et al., 2006). In view of this, a hypothesis is developed:

H₁: Employees’ POS has a significant and negative impact on their level of turnover intention

2.5.2. The relationship between affective commitment and turnover intention

Based on the discussion in section 2.3.8.3, affective commitment is a significant component of organizational commitment. As an emotional bond to one’s organization, affective commitment is a crucial determinant of dedication and loyalty to the organization. Affectively committed employees will have a sense of belonging to their organization together with a stronger desire to remain with the organization (Rhoades et al., 2001). Research results suggest that affective commitment is significantly but negatively affecting turnover intention (Perryer et al., 2010; Addae et al., 2006; Wong et al., 2002). Hence, a hypothesis is
developed:

H2: Employees’ affective commitment has a significant and negative impact on their level of turnover intention

2.5.3. The relationship between distributive justice and POS

According to the literature reviewed in section 2.3.6, both distributive justice and procedural justice have been supported as the antecedents of POS (Wayne et al., 2002). Although Western studies generally treat procedural justice as the crucial resource in the employee-organization exchange, Loi et al. (2006) find that lawyers in Hong Kong also place a strong emphasis on distributive justice. Hence, it is expected that the effect of distributive justice will be different in Chinese organizations. Moreover, Loi et al. (2006) conclude that distributive justice is a major antecedent of POS. Hence, a hypothesis is developed to test the relationship of distributive justice on POS:

H3: Employees’ distributive justice has a significant and positive impact on their level of POS

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

Trust in organization includes the employee’s trust in both his/her senior management and the employing organization. Tan and Tan (2000) suggest that trust in organization has negative impact on turnover intention while studies also show that trust in organization is positively and significantly related to POS (Canipe, 2006; Chen, Aryee and Lee, 2005). Furthermore, other studies report that trust in organization has relationship with affective commitment (Wong et al., 2002). Based on these findings, it is reasonably expected that trust in organization of employees will have a significant impact on the extent of POS and affective commitment. Hence, two hypotheses are developed:
H₄: Employees’ trust in organization has a significant and positive impact on their level of POS

H₅: Employees’ trust in organization has a significant and positive impact on their level of affective commitment

2.5.5. The relationship between job security and affective commitment

Job security is a crucial factor for employees in determining intention to stay with an organization (Noble, 2008). Employees have implicit expectations of job security (Shore and Tetrick, 1994). Job security has been shown to affect staff organizational commitment and work withdrawal (Probst, 2002). Research findings also show that there is a positive correlation between job security and affective commitment (Jenkins, 2008; Unckless, 1998) while Wong et al. (2002) report that employees’ job security has a positive effect on their affective commitment in Chinese organization. Hence, the hypothesis between job security and affective commitment is developed:

H₆: Employees’ job security has a significant and positive impact on their level of affective commitment

2.5.6. The relationship between POS and affective commitment

Research supports a strong relationship between POS and affective commitment (Canipe, 2006; Chen et al., 2005; Shore and Wayne, 1993; Eisenberger et al., 1990). Rhoades et al. (2001) and Addae et al. (2006) further suggest that affective commitment mediate the relationship between POS and turnover of employees. This suggests a relationship between POS and affective commitment, which leads to the following hypothesis:

H₇: Employees’ POS has a significant and positive impact on their level of affective commitment
2.5.7. **The mediation effect of affective commitment for job security on turnover intention**

Previous research suggests that job security affects affective commitment (Wong et al., 2002), and turnover intention (Staufenbiel and Konig, 2010), and that affective commitment mediates the impact of job security on turnover intention (Joarder, Sharif and Ahmmed, 2011; Wong et al., 2002). Hence, a hypothesis is developed to test the mediation effect of affective commitment on job security to turnover intention:

H₆: Employees’ affective commitment has a mediating effect on the impact of job security on turnover intention

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

Based on the literature reviewed and the assumption of H₇, this study further predicts that POS and affective commitment will mediate the relationship between distributive justice and turnover intention:

H₇: Employees’ distributive justice is mediated by POS to affective commitment on turnover intention

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

Based on the literature reviewed and the assumption of H₇, this study further predicts that POS and affective commitment will mediate the relationship between trust in organization and turnover intention:

H₁₀: Employees’ trust in organization is mediated by POS to affective commitment on turnover intention

2.6. **Contributions**

Human resources are important assets of an organization, which contribute to the
organization with competitive power. It is crucial to the success of the organization. Turnover has a negative effect on the organization and costs consequent to employee turnover are significant, including loss of skill, experience and knowledge, disruptions of work (Huning and Thomson, 2010). Since turnover intention is one of the key determinants and important predictors of turnover (Ma and Trigo, 2008; Tett and Meyer, 1993; Spencer, Steers and Mowday, 1983), it is important to understand the causes of turnover intention.

The study of employee turnover intention and antecedents is especially important in China due to the growing shortage of qualified employees and increasing high turnover rates (HayGroup, 2010; Doeringer, 2009). Moreover, most of the studies previously conducted on turnover intention, POS, commitment and trust are in separate models and in Western countries, such as Eisenberger et al. (2001) have studied the impact of POS on both affective commitment and withdrawal behavior in northeast United States but without the effect of affective commitment to turnover intention; Loi et al. (2006) study the impact of distributive justice on turnover intention mediated by POS and/or organizational commitment instead of a more detail construct of affective commitment; Canipe (2006) studies the impact of trust in organization on all the three constructs of POS, organizational commitment and turnover intention in the West but without investigating the relationship among POS and affective commitment with turnover intention. Hence, a study on the integrated model of antecedents of employee turnover intention of foreign invested enterprises (FIE) in China is needed to fill the gap. Understanding the antecedent factors affecting turnover intention in the Chinese context will allow both local Chinese organizations and foreign multi-national corporations to enhance their human resources management in China.

In practice, by understanding how distributive justice and trust affect POS, and how job security and trust affect commitment, managers can develop appropriate strategies to improve the design of organization and human resources management in Chinese foreign invested enterprises especially employees working in foreign invested enterprises are comparatively required to work harder (Lee, 1977) and experience lower level of job security when compared with those worked in state owned enterprises (Warner, 1998). As a result, these findings can
help management to adjust or redesign organizational policies of justice to achieve desired outcomes. Furthermore, research findings related to employees’ turnover intention can help managers in Chinese foreign invested enterprises to design effective programmes to improve employee job performance and to lower turnover, through fostering of POS and commitment of their employees.
In summary, the following hypotheses were established in this research:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Statement of Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁</td>
<td>Employees’ POS has a significant and negative impact on their level of turnover intention</td>
</tr>
<tr>
<td>H₂</td>
<td>Employees’ affective commitment has a significant and negative impact on their level of turnover intention</td>
</tr>
<tr>
<td>H₃</td>
<td>Employees’ distributive justice has a significant and positive impact on their level of POS</td>
</tr>
<tr>
<td>H₄</td>
<td>Employees’ trust in organization has a significant and positive impact on their level of POS</td>
</tr>
<tr>
<td>H₅</td>
<td>Employees’ trust in organization has a significant and positive impact on their level of affective commitment</td>
</tr>
<tr>
<td>H₆</td>
<td>Employees’ job security has a significant and positive impact on their level of affective commitment</td>
</tr>
<tr>
<td>H₇</td>
<td>Employees’ POS has a significant and positive impact on their level of affective commitment</td>
</tr>
<tr>
<td>H₈</td>
<td>Employees’ affective commitment has a mediating effect on the impact of job security on turnover intention</td>
</tr>
<tr>
<td>H₉</td>
<td>Employees’ distributive justice is mediated by POS to affective commitment on turnover intention</td>
</tr>
<tr>
<td>H₁₀</td>
<td>Employees’ trust in organization is mediated by POS to affective commitment on turnover intention</td>
</tr>
</tbody>
</table>

Table 2.1: Summary of hypotheses
3. RESEARCH DESIGN

3.1. Introduction

This chapter describes the research design and methods used in this study. Specifically it describes the methodology with considerations of paradigm, ontology and epistemology. It also presents the operational definitions for each construct used in the hypothesized model together with the data collection procedures and statistical analysis in this research.

3.2. Methodology

Tronvoll (2008) depicts that understanding the existence of different paradigms, or world-views is important as it is the foundation for research process. The understanding of the paradigm on which the knowledge is built will help identifying the potential and limitations of the research. A paradigm consists of beliefs about knowledge, world-view or the lenses through which we view the world (Tronvoll, 2008, p. 35). Guba and Lincoln (1994, p. 107) set forth that a paradigm may be viewed as a set of basic beliefs based on ontological, epistemological and methodological assumptions.

Tronvoll (2008, p. 36) suggests that ontology raises basic questions about the nature of reality such as whether or not an objective reality exists. Objectivism and constructionism are two opposing ontological positions. Objectivism proposes that social phenomena and their meanings have an existence that is independent of social actors (Bryman and Bell, 2007, p. 22) while constructionism asserts that social phenomena are continually being accomplished by social actors and they are in a constant state of revision (Bryman and Bell, 2007).

Epistemology concerns the nature and forms of knowledge (Cohen, Manion and Morrison, 2007). It asks how we get to know the world and what the relationship is between the inquirer and the known (Tronvoll, 2008, p. 36). It concerns with how knowledge can be created, acquired and communicated (Scotland, 2012). There are three streams of epistemology, namely, positivism, realism and interpretivism.
Bryman and Bell (2007) articulate that positivism is an epistemological stream which advocates the use of methods of natural sciences to study the social reality, and also rides on the concept that the purpose of theory is to generate hypotheses that can be tested. Postivists approach research from the perspective that social reality exists independent of people and can be investigated by employing valid and reliable measurements objectively (Kim, 2003). Bryman and Bell (2007) also state that positivism entails elements of both a deductive approach and an inductive approach. Realism is another epistemological stream which takes the epistemological position that truth is how our senses show us reality and that there is a reality which is independent of the human mind (Biedenbach and Muller, 2011). The third epistemological stream is interpretivism which aims to uncover the contextual meaning of the social world (Khagram et al., 2010). Interpretivism advocates that social phenomena cannot be understood in a controlled environment and requires a different logic or research procedure.

Deductive and inductive are two common approaches in research. Deductive research is an approach in which a conceptual and theoretical structure is developed that will be subjected to empirical examination (Collis and Hussey, 2009). Inductive research is an approach in which theory is developed from the observation of empirical reality to empirical examination (Collis and Hussey, 2009). There are two common strategies for research methodology, namely, quantitative and qualitative. Bryman and Bell (2007, p. 28) depict quantitative research as a research strategy that emphasizes quantification in the collection and analysis of data while qualitative research as a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. Bryman and Bell (2007) further set forth quantitative methodology to be applied when objectivism ontology, positivism epistemology and deductive approach are employed while qualitative methodology to be applied when constructivism ontology, interpretivism epistemology and inductive approach are employed.

This research assumes the ontology of objectivism and adopts the stream of positivism for epistemology. Since the study aims to describe how turnover intention is affected by various antecedent variables, a deductive approach is employed by deducing hypotheses generated through the literature review and
modeling that are subjected to empirical examination. Quantitative methodology is adopted aiming for objective observation and validity by tested constructs and statistical analysis which is defined and operationalized in the following sections.

3.3. Method

In this section, the instrument of self-administered anonymous questionnaire as data collection method, sampling method, fieldwork arrangement, and the constructs being employed for this research are discussed.

3.3.1. Instrument

This study employed a survey research method. The data collection was conducted by using a self-administered anonymous questionnaire to collect primary data. Sekaran and Roger (2010, p. 197) define questionnaire as “a pre-formulated written set of questions to which respondents record their answers” which is an efficient data collection method when the study involves constructs that are readily operationalized. Using a questionnaire for data collection has the advantages of better efficiency in terms of research time, energy and costs (Sekaran and Roger, 2010). Although the cost and time of using a personally administered questionnaire is comparatively higher than an email questionnaire, the problem of low response rates is likely to be less (Michaelidou and Dibb, 2006). Furthermore, completed responses can be collected within a short period of time.

Previously developed and validated scales were used for each variable to increase the reliability of this research. For example, the 8-item Short Form of Survey of Perceived Organizational Support developed by Eisenberger et al. (1997; 1990; 1986) was employed for the construct perceived organizational support (POS). Cronbach’s alpha is .90 as indicated by the study of Eisenberger et al. (1997). Detail scales will be discussed in section 3.3.5.

Since the workers in China are mainly able to read Simplified Chinese only, which is the popular written language in China, while the scales used for the questionnaire are mainly developed in English in West, the questionnaire was designed in English and translated into Simplified Chinese. Moreover, back-
translation from Chinese into English was performed (Brislin, 1970) to ensure the equivalence of the measures between the Chinese and the English versions.

3.3.2. **Sampling and sample**

Population is the entire group of subjects of interest that the researcher wants to investigate (Sekaran and Bougie, 2010). A sample is a subset of a larger population selected for study (Wolverton, 2009, p. 373). If a sample is representative of the population, the researcher may be able to draw conclusions that are generalizable to the population by studying the sample (Sekaran and Bougie, 2010) especially when it is not practical or feasible to investigate the whole population. There are two categories of sampling, namely, probability sampling and non-probability sampling (Wolverton, 2009). Probability samples are drawn with some known, non-zero chance that an item in the population will be selected. This form of sampling allows statistical inferences to be formed which is more reliable and accurate than non-probability sampling (Sekaran and Roger, 2010; Wolverton, 2009). In non-probability sampling, the elements do not have a known chance to be selected (Sekaran and Roger, 2010). Common probability sampling methods include simple random samples, stratified random samples, systematic random samples, and cluster samples (Wolverton, 2009).

However, Babbie (1995) suggests that there are times that probability sampling may not work and non-probability sampling will then be a practical choice. Convenience sampling is one of the major types of non-probability sampling. It is one that is simply available to the researcher owing to its accessibility (Bryman and Bell, 2007). Although it is difficult to generalize the results, convenience samples are very common in the field of business and management (Bryman and Bell, 2007) and other researches such as caregiving and aging (Pruchno et al., 2008). The current research invited all workers and administrative staff in a single organization to participate and did not sample within the organization.

This research is a case study in which one organization connected represented the sampling frame. In this research, 410 participants were recruited. All the workers and administrative staff of the participating organization were invited to participate in the survey. This is a census of the participating organization as
suggested by Bryman and Bell (2007, p, 183) that census is the enumeration of an entire population. Green (1991) has suggested an effective sample size greater than $50 + 8m = 90$ (where $m$ is the number of independent variables, i.e. 5). However, if circumstances allow, VanVoorhis and Morgan (2007) further recommend an effective size of approximately 30 participants per variable (i.e. 180 with 6 variables) to allow better power. With the anticipation of a conservative 50% response rate plus incomplete responses, 410 participants were recruited and which was the population. Hence, a sampling frame of full population or census was employed with a known probability for each employee to be selected. In general, mailed surveys have lower response rate such as 35.7% (Baruch and Holtom, 2008). However, researches also report higher average response rate of 52.3% (Anseel, Lievens, Schollaert and Choragwicka, 2010) and 57% (Roth and BeVier, 1998, cited in Anseel et al., 2010) for personally distributed surveys. Since it was infeasible to identify all the organizations in China, only one organization was chosen for this study as a case study. Although the results in this study was not fully representative to generalize for the behavior of all organizations in China, the results concluded still would provide more understanding about the attitude, especially in turnover intention, of employees in China.

### 3.3.3. Fieldwork

The participating organization is a manufacturing foreign invested enterprise (FIE) of light-emitting diode (LED) and fluorescent lamps with manufacturing plant in Huizhou, Guangdong of China. The researcher visited the organization to understand the structure and basic operations of the organization, as well as carrying out the survey. The Managing Director of the organization nominated the HR Manager to distribute a copy of Participant Information Statement (PIS) and Chinese version questionnaire to each potential participant for survey invitation. All the employees including factory workers, production officers, front-line supervisors, technical workers and administrative staff were invited for participation. Participation was voluntary. The participants then filled in a self-administered anonymous survey questionnaire. The questionnaires were returned to a collection box in the staff canteen, a conveniently accessible area, upon completion.
Anonymous questionnaires were employed in this research. Since the topics of turnover and turnover intention might be a sensitive issue to respondents, the anonymity of questionnaire was argued to protect participant perception of privacy and facilitate accurate completion of questionnaires. The PIS was distributed to participants to explain the anonymity and protection of privacy and response. Completed questionnaires were returned to the collection box located in the staff canteen. As the survey was anonymous, consent was implied on receipt of the completed questionnaire. Respondents were informed that they might withdraw from the project at any time prior to the submission of the questionnaire. No individual respondent could be identified subsequent to data aggregation for analysis. The data were stored in password-protected computer accessible only to the researcher and will be disposed of in accordance with the University of Newcastle’s policy and procedures for the disposal of confidential material.

3.3.4. Construct Operationalization

The table below (Table 3.1) provides operationalization details for each construct.
<table>
<thead>
<tr>
<th>Construct</th>
<th>Operationalization</th>
<th>Construct References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover intention (TI)</td>
<td>Turnover intention is defined as a conscious and deliberate willfulness to leave the organization.</td>
<td>Tett and Meyer (1993, p. 262)</td>
</tr>
<tr>
<td>Perceived organizational support (POS)</td>
<td>POS is defined as the global beliefs formed by employees concerning the extent to which their organization values their contributions and cares about their well-being.</td>
<td>Eisenberger, Huntington, Hutchison and Sowa (1986, p.501)</td>
</tr>
<tr>
<td>Affective commitment (AC)</td>
<td>Affective commitment refers to employee’s emotional attachment to, identification with, and involvement in the organization.</td>
<td>Meyer and Allen (1991, p. 67)</td>
</tr>
<tr>
<td>Distributive justice (DJ)</td>
<td>Distributive justice is defined as the fairness perception of outcomes.</td>
<td>Loi, Ngo and Foley (2006, p. 101)</td>
</tr>
<tr>
<td>Trust in organization (TIO)</td>
<td>A form of institutional trust, which includes an employee's trust in both the employing organization and the organization's senior management.</td>
<td>Wong, Ngo and Wong (2003, p. 483)</td>
</tr>
<tr>
<td>Job security (JS)</td>
<td>Job security is defined as the perceived stability and continuance of one’s job as one knows it.</td>
<td>Probst (2003, p. 452)</td>
</tr>
</tbody>
</table>

Table 3.1: Definition of constructs

3.3.5. Measures – Scale items

In the hypothesized integrative model of turnover intention, there are five variables that affect or have relationship with employees’ turnover intention. All the scales adopted, except the controlling variables, are modified to fit into a 5-point Likert-scale format (i.e. 1 = “Strongly disagree” and 5 = “Strongly agree”, except job security scale which uses 1 = “Strongly uncertain” and 5 = “Strongly certain”) when in designing the survey questionnaire. A summary of sources,
validity and reliability of the measures is listed in Table 3.2.

3.3.5.1. Turnover intention (TI)

The three-item measure of intention to change jobs from Camman, Fichman, Jenkins and Klesh (1979) is modified and adopted in this study. For ease of reference, the three items are designated as TI1 to TI3 in this research. The three items are:

a) I often think about quitting.
b) I will probably look for a new job in the next year.
c) If I may choose again, I will choose to work for the current organization (R)

NB: (R) means the question is reversed coded

3.3.5.2. Perceived organizational support (POS)

The 8-item short form of Survey of Perceived Organizational Support developed by Eisenberger et al. (1997; 1990) is employed to access the employees’ POS. The eight items are designated as POS1 to POS8 in this research. The eight items are:

a) My organization cares about my opinions.
d) My organization really cares about my well-being.
e) My organization strongly considers my goals and values.
f) Help is available from my organization when I have a problem.
g) My organization would forgive an honest mistake on my part.
h) If given the opportunity, my organization would take advantage of me. (R)
i) My organization shows very little concern for me. (R)
j) My organization is willing to help me if I need a special favor.
3.3.5.3. **Affective commitment (AC)**

The 8-item measure of affective commitment developed by Allen and Meyer (1990) is used. The eight items are designated as AC1 to AC8 in this research. The eight items are:

a) I would be very happy to spend the rest of my career with this organization.

b) I enjoy discussing my organization with people outside it.

c) I really feel as if this organization’s problems are my own.

d) I think that I could easily become as attached to another organization as I am to this one. (R)

e) I feel like ‘part of the family’ at my organization.

f) I feel ‘emotionally attached’ to this organization.

g) This organization has a great deal of personal meaning for me.

h) I feel a strong sense of belonging to my organization.

3.3.5.4. **Distributive justice (DJ)**

The 5-item measure of distributive justice developed by Price and Mueller (1986) is adopted. The five items are designated as DJ1 to DJ5 in this research. The five items are:

a) I am fairly rewarded by the organization by considering the responsibilities.

b) I am fairly rewarded by the organization in view of the amount of experience I have.

c) I am fairly rewarded by the organization for the amount of effort I put forth.

d) I am fairly rewarded by the organization for the work I have done well.

e) I am fairly rewarded by the organization by the stresses and strains of my job.
3.3.5.5. **Trust in organization (TIO)**

For trust in organization, the 2-item scale developed by Ashford, Lee and Bobko (1989) and 6-item scale developed by Cook and Wall (1980) are combined with modifications to make the scale more appropriate for the context of Chinese organizations (Wong, Wong, Ngo and Lui, 2005). The concept and measurement of trust in organization and trust in management are frequently used interchangeably in the trust literature (e.g. Ashford et al., 1989; Cook and Wall, 1980). Moreover, Wong et al. (2005) also report that workers in China often find trust in organization and trust in management indistinguishable. The eight items are designated as TIO1 to TIO8 in this research. The eight items are:

a) I trust this organization to look out for my best interests.
b) I believe in the top management of this organization.
c) Management of my organization is sincere in its attempts to meet the workers’ point of view.
d) Our organization has a good future because it can attract qualified managers.
e) Management can be trusted to make sensible decisions for the organization’s future.
f) Management at work seems to do an efficient job.
g) I feel quite confident that the organization will always try to treat me fairly.
h) Our management would not gain advantage by deceiving the workers.

3.3.5.6. **Job security (JS)**

The 4-item measure of job security developed by Caplan, Cobb, French, Van Harrison and Pinneau (1975) is adopted. The four items are designated as JS1 to JS4 in this research. The four items are:

a) How certain are you about what your future career picture looks like in this organization?
b) How certain are you about what your responsibilities will be six months from...
c) How certain are you of the opportunities for promotion and advancement which will exist in the next few years?

d) How certain are you about your job security in this organization?

3.3.5.7. **Control Variables**

Demographic and job positional variables were measured in this survey. Demographic variables include gender, age, marital status, education level and origin. This would help to understand the demographic characteristics of respondents. Gender was coded 1 for male and 2 for female. Age had seven categories, coded from 1 to 7: 1 = less than 18; 2 = 18 – 24; 3 = 25 – 34; 4 = 35 – 44; 5 = 45 – 54; 6 = 55 – 64; and 7 = 65 or above. Origin of employee was captured to understand whether the employees were originated from the local city (1 = Guangdong, Huizhou), other cities but in the same Guangdong province (2 = Guangdong, Other cities), from provinces other than Guangdong (3 = Other provinces), or places other than the above (4 = Others). Marital status was measured with 1 for “Single”, 2 for “Married”, or 3 for “Others”. Education level was measured in seven categories according to the general classifications in China.

Positional variables included tenure with the organization (number of years working in this organization), department, wages calculation method (per item, daily base or monthly base), average wages, and turnover frequency in past 3 years. Tenure with the organization provides information on the working characteristics of the respondents. The turnover frequency of respondents in past 3 years would help to understand the turnover pattern of the respondents. Department denotes whether the employee was a factory worker or staff in office.

3.4. **Validity and reliability**

Confirmatory factor analysis and Cronbach’s alpha were used to test goodness of data in terms of the validity and reliability of a measure. Validity is concerned about the integrity of the results of a research, which is a crucial criterion of a research (Bryman and Bell, 2007). Bryman and Bell further state that construct validity refers to whether the measure is devised for which it is supposed to
measure. Since all survey items employed in this research were adopted from previous scholarly published works, there was strong evidence supporting construct validity.

Factor analysis is a technique for identifying groups of variables which is used to reduce multicollinearity among factors by combining variables that are collinear (Field, 2005). It also helps in reducing a data set to a manageable size while still retaining as much necessary original information as possible. There are two approaches of factor analysis, namely, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). When researcher needs to identify the underlying factor structure, exploratory factor analysis is generally employed to explore the possible underlying factor structure of a set of observed variables (Child, 1990). SPSS is a common statistical software used to perform EFA. Hair, Anderson, Tatham and Black (1995) suggest a practical guideline when selecting factor. Factor loadings greater than ±.30 are considered as meeting the minimal level. Factor loadings greater than ±.40 are considered more important while factor loadings greater than ±.50 are considered practically significant. Costello and Osborne (2005) further suggest retaining a loading greater than .40 as .40 to .70 are more common magnitudes in the social sciences. Cross-loading item is an item that loads at .32 or higher on two of more factors (Costello and Osborne, 2005, p. 4) that should usually be dropped from the analysis.

However, in this research, confirmatory factor analysis is more appropriate for testing the structure of a hypothesized model (Coakes, Steed and Ong, 2010). When researcher uses knowledge of theory and empirical research to hypothesize a model, CFA, instead of EFA, should be used to verify the factor structure and hypothesis of existence of relationship between the observed variables and their underlying latent constructs (Suhr, ND). CFA can be conducted with structural equation modeling (SEM) software Lisrel (Joreskog and Sorbom, 2002) which shows the validity of the hypothesized model as a whole through its goodness of fit statistics (Joreskog and Sorbom, 1993).

Reliability is concerned about whether the results of a study are repeatable and consistent (Bryman and Bell, 2007) which can be measured by using Cronbach’s
alpha. A commonly used threshold value for Cronbach’s alpha is 0.7 although it’s not an absolute standard (Hair et al., 1995).

3.5. Statistical Analysis
Statistical methods were used for data analysis. Upon the collection of completed questionnaires, screening was performed to filter out incomplete questionnaires. Data was then coded into SPSS with necessary transformation for analysis. Descriptive statistics such as mean and standard deviation were generated together with frequency charts, which provided an understanding of the distribution and shape of the data. Cronbach’s alpha of each construct such as POS, affective commitment, distributive justice, trust in organization, job security and turnover intention were tested to assess construct reliability. A correlation matrix with all the variables was then computed with SPSS which was used as input information for Lisrel. By using the CFA technique in Lisrel, the validity of the hypothesized model was then verified. Relationships among the observed variables and latent variables were then set up within Lisrel to analyze the individual pathways and corresponding coefficients of the hypothesized model. An example of the relationship built is:

Relationships:
POS = DJ TIO
TI = POS AC

These commands proposed to Lisrel that POS was depending on distributive justice and trust in organization while turnover intention was depending on POS and affective commitment. The result from the structural equations aimed to provide information that was used to assess the causal paths of the hypothesized model. Based on the SEM technique, the effect of mediation among the latent variables (such as the proposition of affective commitment was mediating trust in organization to turnover intention) was also investigated.

3.6. Limitations
Firstly, the study of employee POS is based on the POS scale of Eisenberger et al. (1997; 1990) in the SPOS. This scale, developed in a Western context, is used to
measure the employees’ POS in China. Although its reliability is acceptable, it may not fully capture the meaning of POS in Chinese context (Wong, Wong and Ngo, 2012). Future studies may employ or even develop a POS scale that is more adapted to Chinese context.

Secondly, although turnover intention is a well recognized proxy of turnover (Palich et al., 1995), the scale of turnover intention to be used in this study only shows the employee’s intention to quit an organization. It does not reveal their subsequent actual turnover (Kim, Park and Chang, 2011). Hence, a longitudinal study in future study may help to provide more evidence.
4. RESULTS

Results of data analysis are presented in this chapter, which includes a discussion of data screening, descriptive statistics of sample data collected, reliability and validity test. The relationships among the latent variables were tested with structural equation modeling fitting. Alternative model fitting and nested model testing were also carried out to compare the fitness of the proposed models.

4.1. Data screening

The data collected through paper questionnaires were initially inspected for incompletion and then coded into statistical software package SPSS. Data was then checked to be within expected range (e.g. Gender should be either 1 or 2, POS1 should be from 1 to 5 only). Data preparation and screening focused on ensuring the data was within the appropriate range of scores. Histogram and Normal Q-Q Plot were used to check the normality of the distribution of data which all showed normal distribution of the data collected.

4.2. Descriptive statistics

A total of 410 questionnaires were distributed in person and 292 completed questionnaires were received (71%). Among the returned questionnaires, 22 were discarded (8%) owing to incompletion or not meeting the criterion of age 18 or above for respondents. As a result, 270 questionnaires (66%) were qualified for further data analysis.

In the sample, 35.1% were male and 64.9% were female with a mean age of 24.8 years. 34.5% of the sample was married and 84.7% were factory workers compared with 15.3% were office clerical. The average job tenure was 1.4 years. 51.2% of employees were with work tenure below 1 year and 11% of employees had work tenure 3 or more years. Short work tenure is a typical situation in this region (Wong, Ngo and Wong, 2003). In the past 3 years, the average number of job changes was 1.2 times with 28.2% of employees reported zero job change frequency. For the origin of employees, 33.1% of respondents were local employees, 12.7% came from other cities in Guangdong, and 54.3% came from
other provinces in China. Table 4.1 presents the frequency distribution and percentages for demographic and job positional variables. Table 4.2 presents the mean, standard deviation and correlation matrix among measures.

<table>
<thead>
<tr>
<th>Variable and category</th>
<th>Employees (n = 270)</th>
<th>%</th>
<th>% excluding missing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>88</td>
<td>32.6</td>
<td>35.1</td>
</tr>
<tr>
<td>Female</td>
<td>163</td>
<td>60.4</td>
<td>64.9</td>
</tr>
<tr>
<td>Missing</td>
<td>19</td>
<td>7.0</td>
<td></td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 - 24</td>
<td>157</td>
<td>58.1</td>
<td>61.8</td>
</tr>
<tr>
<td>25 - 34</td>
<td>84</td>
<td>31.1</td>
<td>33.1</td>
</tr>
<tr>
<td>35 - 44</td>
<td>13</td>
<td>4.8</td>
<td>5.1</td>
</tr>
<tr>
<td>Missing</td>
<td>16</td>
<td>5.9</td>
<td></td>
</tr>
<tr>
<td><strong>Origin</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guangdong, Huizhou</td>
<td>81</td>
<td>30.0</td>
<td>33.1</td>
</tr>
<tr>
<td>Guangdong, Other cities</td>
<td>31</td>
<td>11.5</td>
<td>12.7</td>
</tr>
<tr>
<td>Other provinces</td>
<td>133</td>
<td>49.3</td>
<td>54.3</td>
</tr>
<tr>
<td>Missing</td>
<td>25</td>
<td>9.3</td>
<td></td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
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<td>61.5</td>
<td>65.1</td>
</tr>
<tr>
<td>Married</td>
<td>88</td>
<td>32.6</td>
<td>34.5</td>
</tr>
<tr>
<td>Others</td>
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<td>0.4</td>
</tr>
<tr>
<td>Missing</td>
<td>15</td>
<td>5.6</td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary or below</td>
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<td>3.3</td>
<td>3.6</td>
</tr>
<tr>
<td>Junior secondary school</td>
<td>115</td>
<td>42.6</td>
<td>46.0</td>
</tr>
<tr>
<td>High school graduate</td>
<td>44</td>
<td>16.3</td>
<td>17.6</td>
</tr>
<tr>
<td>Diploma</td>
<td>51</td>
<td>18.9</td>
<td>20.4</td>
</tr>
<tr>
<td>Higher Diploma</td>
<td>28</td>
<td>10.4</td>
<td>11.2</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>3</td>
<td>1.1</td>
<td>1.2</td>
</tr>
<tr>
<td>Missing</td>
<td>20</td>
<td>7.4</td>
<td></td>
</tr>
</tbody>
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Table 4.1: Frequency Distribution and Percentages for Demographic and Job Positional variables
<table>
<thead>
<tr>
<th>Variable and category</th>
<th>Employees (n = 270)</th>
<th>%</th>
<th>% excluding missing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factory</td>
<td>210</td>
<td>77.8</td>
<td>84.7</td>
</tr>
<tr>
<td>Clerical</td>
<td>38</td>
<td>14.1</td>
<td>15.3</td>
</tr>
<tr>
<td>Missing</td>
<td>22</td>
<td>8.1</td>
<td></td>
</tr>
<tr>
<td><strong>Wages Calculation Method</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per item</td>
<td>110</td>
<td>40.7</td>
<td>45.3</td>
</tr>
<tr>
<td>Daily base</td>
<td>20</td>
<td>7.4</td>
<td>8.2</td>
</tr>
<tr>
<td>Monthly base</td>
<td>113</td>
<td>41.9</td>
<td>46.5</td>
</tr>
<tr>
<td>Missing</td>
<td>27</td>
<td>10.0</td>
<td></td>
</tr>
<tr>
<td><strong>Work Tenure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>130</td>
<td>48.1</td>
<td>51.2</td>
</tr>
<tr>
<td>1 year but less than 2 years</td>
<td>66</td>
<td>24.4</td>
<td>26.0</td>
</tr>
<tr>
<td>2 years but less than 3 years</td>
<td>30</td>
<td>11.1</td>
<td>11.8</td>
</tr>
<tr>
<td>3 years but less than 4 years</td>
<td>20</td>
<td>7.4</td>
<td>7.9</td>
</tr>
<tr>
<td>4 years but less than 5 years</td>
<td>2</td>
<td>0.7</td>
<td>0.8</td>
</tr>
<tr>
<td>5 years but less than 10 years</td>
<td>6</td>
<td>2.2</td>
<td>2.4</td>
</tr>
<tr>
<td>Missing</td>
<td>16</td>
<td>5.9</td>
<td></td>
</tr>
<tr>
<td><strong>Job Change Frequency</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>62</td>
<td>23.0</td>
<td>28.2</td>
</tr>
<tr>
<td>1</td>
<td>87</td>
<td>32.2</td>
<td>39.5</td>
</tr>
<tr>
<td>2</td>
<td>51</td>
<td>18.9</td>
<td>23.2</td>
</tr>
<tr>
<td>3</td>
<td>13</td>
<td>4.8</td>
<td>5.9</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>0.7</td>
<td>0.9</td>
</tr>
<tr>
<td>5</td>
<td>3</td>
<td>1.1</td>
<td>1.4</td>
</tr>
<tr>
<td>6</td>
<td>1</td>
<td>0.4</td>
<td>0.5</td>
</tr>
<tr>
<td>9</td>
<td>1</td>
<td>0.4</td>
<td>0.5</td>
</tr>
<tr>
<td>Missing</td>
<td>50</td>
<td>18.5</td>
<td></td>
</tr>
<tr>
<td><strong>Channel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Referrals by friends / relatives</td>
<td>127</td>
<td>47.0</td>
<td>50.4</td>
</tr>
<tr>
<td>Open recruitment</td>
<td>51</td>
<td>18.9</td>
<td>20.2</td>
</tr>
<tr>
<td>Agency</td>
<td>2</td>
<td>0.7</td>
<td>0.8</td>
</tr>
<tr>
<td>Walk-in</td>
<td>72</td>
<td>26.7</td>
<td>28.6</td>
</tr>
<tr>
<td>Missing</td>
<td>18</td>
<td>6.7</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.1: Frequency Distribution and Percentages for Demographic and Job Positional variables (Continued)
Multicollinearity refers to the situation of the inclusion of additional variables that lift the collinearity of the regression model to a harmful level (Lauridsen and Mur, 2006). Multicollinearity may lead to inaccurate estimates of coefficients and inference errors (Grewal, Cote and Baumgartner, 2004). The study of Grewal et al. (2004) shows that the effect of multicollinearity becomes negligible when sample size is relatively large over a ratio of 6:1 (n = 270 > 6 x 33 = 198 in this research). As a result, multicollinearity is not likely to be a significant concern in this study. Furthermore, the Variance Inflation Factor (VIF) of each independent variable was below 10 which did not exceed the general threshold for further investigation (O’brien, 2007).

![Table 4.2: Means, Standard Deviations and Correlations among measures (n = 270)](image)

Table 4.2: Means, Standard Deviations and Correlations among measures

<table>
<thead>
<tr>
<th>Construct</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support (POS)</td>
<td>3.069</td>
<td>0.590</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>---</td>
</tr>
<tr>
<td>Affective commitment (AC)</td>
<td>3.167</td>
<td>0.643</td>
<td>.607**</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributive justice (DJ)</td>
<td>3.000</td>
<td>0.894</td>
<td>.620**</td>
<td>.501**</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust in organization (TIO)</td>
<td>3.105</td>
<td>0.737</td>
<td>.674**</td>
<td>.626**</td>
<td>.682**</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Job security (JS)</td>
<td>2.945</td>
<td>0.677</td>
<td>.488**</td>
<td>.578**</td>
<td>.366**</td>
<td>.491**</td>
<td>---</td>
</tr>
<tr>
<td>Turnover intention (TI)</td>
<td>3.157</td>
<td>0.797</td>
<td>-.459**</td>
<td>-.495**</td>
<td>-.334**</td>
<td>-.446**</td>
<td>-.438**</td>
</tr>
</tbody>
</table>

*p < .05, **p < .01 (2-tailed)

4.3. Reliability and validity of the measures

Cronbach’s alpha was calculated for each scale to determine the reliability of
scales used. All scales, except affective commitment, had Cronbach’s alpha exceeded the commonly used threshold 0.7 (Hair, Anderson, Tatham and Black, 1995). The Cronbach’s alpha of affective commitment with all the 8 items was .699 which was marginally accepted. With the exclusion of the fourth item (a reverse question), the resulting Cronbach’s alpha became .778. The Cronbach’s alphas of the constructs are summarized below.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Sources</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support (POS)</td>
<td>Eisenberger et al. (1990; 1997)</td>
<td>.749</td>
</tr>
<tr>
<td>Affective commitment (AC)</td>
<td>Allen and Meyer (1990)</td>
<td>.778</td>
</tr>
<tr>
<td>Distributive justice (DJ)</td>
<td>Price and Mueller (1986)</td>
<td>.915</td>
</tr>
<tr>
<td>Trust in organization (TIO)</td>
<td>Ashford et al. (1989); Cook and Wall (1980)</td>
<td>.888</td>
</tr>
<tr>
<td>Job security (JS)</td>
<td>Caplan, Cobb, French, Van Harrison and Pinneau (1975)</td>
<td>.755</td>
</tr>
<tr>
<td>Turnover intention (TI)</td>
<td>Camman et al. (1979)</td>
<td>.759</td>
</tr>
</tbody>
</table>

Table 4.4: Sources and reliability of the measures

Exploratory factor analysis (EFA) is generally used to understand the structure of a set of variables and identify the grouping of variables (Field, 2005). EFA helps in reducing a data set to a manageable size while still retaining as much necessary original information as possible. Hence, EFA is used when there is a need to explore the possible underlying factor structure of a set of observed variables and when there is not any preconceived structure of the outcome (Child, 1990). Hence, EFA is not suitable in this research which was designed with hypothesized model.

Contrarily, confirmatory factor analysis (CFA) is used for testing the structure of a predefined hypothesized model (Coakes, Steed and Ong, 2010) and it is used to answer the question whether a set of data fits a prescribed model structure. The objective is to determine the adequacy of the model fit (Lee, 2000) rather than exploring what are the factor combinations and their loadings. Hence, the
adequacy of the model fit will conclude the confirmatory factor analysis. Moreover, the goodness of fit statistics, such as Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI) and Comparative Fit Index (CFI), are normally used to assess adequacy of the model (Lee, 2000). Lee (2000) further depicts that the RMSEA represents how well the sample data fit the population covariance matrix. As a general guideline, if value of RMSEA is less than 0.05, it indicates a good fit model while value is 0.8 indicates a reasonable fit. GFI is a measure of the relative amount of variance and covariance in the sample and a value close to 1.00 indicates a good fit. Moreover, CFI provides a measure of complete covariation and a value greater than 0.9 indicates a good fit of the data.

Hence, in this research, CFA technique with the structural equation modeling (SEM) software Lisrel (Joreskog and Sorbom, 2002) was employed which showed the validity of the hypothesized model as a whole through its goodness of fit statistics (Joreskog and Sorbom, 1993). As CFA technique is to confirm the fitness of the hypothesized model and factors instead of exploring the combinations of factors to be included in each factor, once the goodness of fit indexes are accepted, the model is accepted.

Wong (2006) further suggests that the normal indicators for a valid structure of model for organizational behavior (OB) and human resources management (HRM) researches should meet the criteria of RMSEA less than 0.08, NNFI (Non-Normed Fit Index) greater than 0.90, and CFI greater than 0.90. From the Lisrel Goodness of Fit Statistics, the current model had RMSEA = 0.0614, NNFI = 0.964, and CFI = 0.967 which met all the criteria. Hence, the results of the measurement model showed adequate fit.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>CFA Fit index</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMSEA (&lt; 0.08)</td>
<td>0.0614</td>
</tr>
<tr>
<td>NNFI (&gt; 0.90)</td>
<td>0.964</td>
</tr>
<tr>
<td>CFI (&gt; 0.90)</td>
<td>0.967</td>
</tr>
</tbody>
</table>

Table 4.5: CFA Goodness of Fit Statistics for hypothesized model
The loadings of all the factors from Lisrel are listed in Table 4.6.

<table>
<thead>
<tr>
<th>Observed Variable / Latent Variable</th>
<th>POS</th>
<th>AC</th>
<th>DJ</th>
<th>TIO</th>
<th>JS</th>
<th>TI</th>
</tr>
</thead>
<tbody>
<tr>
<td>oPOS1</td>
<td>0.716</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oPOS2</td>
<td>0.658</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oPOS3</td>
<td>0.656</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oPOS4</td>
<td>0.706</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>oPOS5</td>
<td>0.613</td>
<td></td>
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</tr>
<tr>
<td>oPOS6R</td>
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<tr>
<td>oPOS7R</td>
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<td>oAC1</td>
<td>0.553</td>
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<td></td>
<td></td>
<td></td>
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</tr>
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<td>oAC2</td>
<td>0.370</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>oAC3</td>
<td>0.553</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oAC5</td>
<td>0.567</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>oAC6</td>
<td>0.700</td>
<td></td>
<td></td>
<td></td>
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<td>oAC7</td>
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<td></td>
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<tr>
<td>oAC8</td>
<td>0.717</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>oDJ1</td>
<td></td>
<td>0.801</td>
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<tr>
<td>oDJ2</td>
<td></td>
<td>0.837</td>
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</tr>
<tr>
<td>oDJ3</td>
<td></td>
<td>0.869</td>
<td></td>
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</tr>
<tr>
<td>oDJ4</td>
<td></td>
<td>0.862</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>oDJ5</td>
<td></td>
<td>0.763</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>oTIO1</td>
<td></td>
<td></td>
<td>0.617</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO2</td>
<td></td>
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<td>0.698</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO3</td>
<td></td>
<td></td>
<td>0.708</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO4</td>
<td></td>
<td></td>
<td>0.717</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO5</td>
<td></td>
<td></td>
<td>0.708</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO6</td>
<td></td>
<td></td>
<td>0.715</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO7</td>
<td></td>
<td></td>
<td>0.769</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTIO8</td>
<td></td>
<td></td>
<td>0.721</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>oJS1</td>
<td></td>
<td></td>
<td></td>
<td>0.658</td>
<td></td>
<td></td>
</tr>
<tr>
<td>oJS2</td>
<td></td>
<td></td>
<td></td>
<td>0.594</td>
<td></td>
<td></td>
</tr>
<tr>
<td>oJS3</td>
<td></td>
<td></td>
<td></td>
<td>0.657</td>
<td></td>
<td></td>
</tr>
<tr>
<td>oJS4</td>
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<td></td>
<td></td>
<td>0.722</td>
<td></td>
<td></td>
</tr>
<tr>
<td>oTI1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.726</td>
<td></td>
</tr>
<tr>
<td>oTI2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.743</td>
<td></td>
</tr>
<tr>
<td>oTI3R</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.701</td>
</tr>
</tbody>
</table>

Table 4.6: Factor loadings of CFA hypothesized model
4.4. Research hypotheses testing with Model 1

Based on the literature review, two hypothesized models were developed in this research. Model 1 (Figure 4.1) proposes distributive justice will have an impact on POS (Loi et al., 2006; Wayne et al., 2002); TIO will have impacts on both POS (Canipe, 2006) and affective commitment (Wong et al., 2002); job security will have impact on affective commitment (Wong et al., 2002; Unckless, 1998); both POS (Hui and Tjosvold, 2007; Loi et al., 2006; Jawahar and Hemmasi, 2006; Perryer et al., 2010) and affective commitment (Perryer et al., 2010; Wong et al., 2002; Rhoades et al., 2001; Meyer and Allen, 1997) will have impact on turnover intention.

![Figure 4.1: Model 1](image)

On the other hand, researches also suggest that POS should have an impact on affective commitment (Rhoades et al., 2001; Shore and Wayne, 1993). Rhoades et al. (2001) further propose that POS affects turnover intention via affective commitment. Hence, Model 2 (Figure 4.2) proposes that POS has impact on affective commitment instead of affecting turnover intention directly while other relationships remain the same as Model 1. Hence, both Model 1 and Model 2 were tested with SEM respectively.
Structural equation modeling technique was used to fit the hypothesized model. Latent variables (or unobserved variables), namely POS, AC, DJ, TIO, JS and TI, were linked to their corresponding observed variables. Latent variables are unobserved variables that are not measured directly (Kelloway, 1998) but are estimated through the observed variables (e.g. oPOS1, oDJ1, oDJ2, etc.). For example, command “oDJ1 oDJ2 oDJ3 oDJ4 oDJ5 = DJ” was used to indicate the relationship of the observed variables oDJ1 to oDJ5 with the latent variable DJ. Moreover, hypothesized causal relationships among the latent variables were declared in Model 1 as follows.

Relationships:

\[
\begin{align*}
\text{POS} & = \text{DJ TIO} \\
\text{AC} & = \text{TIO JS} \\
\text{TI} & = \text{POS AC}
\end{align*}
\]

These relationships indicated that both DJ and TIO were declared to have impacts on POS, both TIO and JS had impacts on AC while both POS and AC had impacts on TI.

Upon the completion of path analysis by using Lisrel, path diagram with path coefficients were attained. The goodness of fit statistics showed that the fit
indexes for Model 1 were satisfactory (see Table 4.7) according to the suggestion of goodness of fit indicators of RMSEA being less than 0.08, NNFI greater than 0.90 and CFI greater than 0.90 (Wong, 2006). The paths of DJ to POS, TIO to POS, TIO to AC, JS to AC, and AC to TI were all reasonable and significant (see Figure 4.3). For example, the path coefficients of Model 1 showed that DJ was significantly related to POS ($\beta = .20$, $p < .05$); TIO was significantly related to POS ($\beta = .71$, $p < .01$) and AC ($\beta = .50$, $p < .01$); AC had negative significant impact on TI ($\beta = -.62$, $p < .01$). However, the path of POS to TI was not significant which showed that POS had no effect on TI ($\beta = -.05$) when analyzed as a whole in Model 1. Hence $H_1$ (see Session 4.4.1) was rejected which was different from the proposition of previous researches (Jawahar and Hemmasi, 2006; Loi et al., 2006). As a result, a further testing of Model 2 was proceeded and described in Session 4.5.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Model 1</th>
<th>Model 2</th>
<th>Model 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMSEA (&lt; 0.08)</td>
<td>0.0614</td>
<td>0.0606</td>
<td>0.0619</td>
</tr>
<tr>
<td>NNFI (&gt; 0.90)</td>
<td>0.96</td>
<td>0.97</td>
<td>0.97</td>
</tr>
<tr>
<td>CFI (&gt; 0.90)</td>
<td>0.97</td>
<td>0.97</td>
<td>0.97</td>
</tr>
</tbody>
</table>

Table 4.7: Goodness of Fit Statistics for Model 1, Model 2 and Model 3

The Root Mean square Error of Approximation (RMSEA) represents how well the sample data fits the population covariance matrix and it takes into account the error of approximation in the population (Lee, 2000). Wong (2006) suggests that researches should meet the criteria of RMSEA less than 0.08. The Non-Normed Fit Index (NNFI) is an adjusted index to indicate the percentage improvement in fit over the baseline independence model and it is common for a value of greater than .90 as indicating a good fit to the data (Kelloway, 1998). The Comparative Fit Index (CFI) provides a measure of complete covariation in the data (Lee, 2000) and a value exceeding .90 indicates a good fit to the data (Kelloway, 1998).
Even further adding three direct paths from DJ, TIO and JS to TI, the test results (see Figure 4.4) showed that the three paths to TI were not significant (DJ to TI with $\beta = .02$, TIO to TI with $\beta = -.06$, JS to TI with $\beta = -.16$). Hence, there was no improvement to the model with the addition of direct paths.
4.4.1. **Hypothesis 1 – POS and TI**

H₁: Employees’ POS has a significant and negative impact on their level of turnover intention

Hypothesis 1 involved POS’s influence on turnover intention. From the results of path analysis of Model 1, POS had no effect on turnover intention (β = -.05). Hence, H₁ was not accepted.

4.4.2. **Hypothesis 2 – AC and TI**

H₂: Employees’ affective commitment has a significant and negative impact on their level of turnover intention

Hypothesis 2 involved affective commitment’s influence on turnover intention. From the results, AC had a significant and negative impact on turnover intention (β = -.62, p < .01). Hence, H₂ was accepted.

4.4.3. **Hypothesis 3 – DJ and POS**

H₃: Employees’ distributive justice has a significant and positive impact on their level of POS

Hypothesis 3 involved distributive justice’s influence on POS. From the results, DJ had a significant and positive impact on POS (β = .20, p < .05). Hence, H₃ was accepted.

4.4.4. **Hypothesis 4 – TIO and POS**

H₄: Employees’ trust in organization has a significant and positive impact on their level of POS

Hypothesis 4 involved trust in organization’s influence on POS. From the results,
TIO had a significant and positive impact on POS ($\beta = .71, p < .01$). Hence, $H_4$ was accepted.

**4.4.5. Hypothesis 5 – TIO and AC**

$H_5$: Employees’ trust in organization has a significant and positive impact on their level of affective commitment

Hypothesis 5 involved trust in organization’s influence on affective commitment. From the results, TIO had a significant and positive impact on affective commitment ($\beta = .50, p < .01$). Hence, $H_5$ was accepted.

**4.4.6. Hypothesis 6 – JS and AC**

$H_6$: Employees’ job security has a significant and positive impact on their level of affective commitment

Hypothesis 6 involved job security’s influence on affective commitment. From the results, JS had a significant and positive impact on affective commitment ($\beta = .47, p < .01$). Hence, $H_6$ was accepted.

**4.5. Alternative model - Model 2**

Model 2 fitting was carried out by changing the path of POS to AC instead of TI, i.e. POS would not have direct impact to TI. The hypothesized causal relationships among the latent variables were modified in Lisrel as follows:

Relationships:

- $\text{POS} = DJ \cdot \text{TIO}$
- $\text{AC} = \text{TIO} \cdot \text{JS} \cdot \text{POS}$
- $\text{TI} = \text{AC}$

The goodness of fit statistics showed that the fit indexes for Model 2 were satisfactory (see Table 4.7). The paths of DJ to POS, TIO to POS, JS to AC, POS to AC, and AC to TI were all reasonable and significant (see Figure 4.5). The path coefficients of Model 2 showed that DJ was significantly related to POS ($\beta = .23,$
p < .01); TIO was significantly related to POS (β = .67, p < .01); JS was significantly related to AC (β = .45, p < .01); AC had negative significant impact on TI (β = -.66, p < .01). Although TIO became weakly related with AC (β = .13), POS became significantly related to AC (β = .43, p < .01). Hence, H7 was accepted as proposed by Eisenberger, et al. (2001) and Rhoades et al. (2001). As a result, Model 2 was better fit than Model 1.

* p < .05, ** p < .01

Figure 4.5: Path diagram and coefficients for Model 2

4.5.1. **Hypothesis 2 – AC and TI**

H2: Employees’ affective commitment has a significant and negative impact on their level of turnover intention

Hypothesis 2 involved affective commitment’s influence on turnover intention. From the results, AC had a significant and negative impact on turnover intention (β = -.66, p < .01). Hence, H2 was accepted.
4.5.2. Hypothesis 3 – DJ and POS

H₃: Employees’ distributive justice has a significant and positive impact on their level of POS

Hypothesis 3 involved distributive justice’s influence on POS. From the results, DJ had a significant and positive impact on POS (β = .23, p < .01). Hence, H₃ was accepted.

4.5.3. Hypothesis 4 – TIO and POS

H₄: Employees’ trust in organization has a significant and positive impact on their level of POS

Hypothesis 4 involved trust in organization’s influence on POS. From the results, TIO had a significant and positive impact on POS (β = .67, p < .01). Hence, H₄ was accepted.

4.5.4. Hypothesis 5 – TIO and AC

H₅: Employees’ trust in organization has a significant and positive impact on their level of affective commitment

Hypothesis 5 involved trust in organization’s influence on affective commitment. From the results, TIO only had a weak impact on affective commitment (β = .13). Hence, H₅ was not accepted.

4.5.5. Hypothesis 6 – JS and AC

H₆: Employees’ job security has a significant and positive impact on their level of affective commitment

Hypothesis 6 involved job security’s influence on affective commitment. From the results, JS had a significant and positive impact on affective commitment (β = .45, p < .01). Hence, H₆ was accepted.
4.5.6. Hypothesis 7 – POS and AC

H7: Employees’ POS has a significant and positive impact on their level of affective commitment

Hypothesis 7 involved POS’s influence on affective commitment. From the results, POS had a significant and positive impact on affective commitment ($\beta = .43, p < .01$). Hence, H7 was accepted.

4.6. Mediation effect with Nested model test - Model 3

Traditionally, mediation effect of variables can be tested with the causal steps modeling (Baron and Kenny, 1986) by using SPSS regression technique. Baron and Kenny (1986) propose a four steps approach with regression analyses to test the mediation. However, this approach works well for a single potential mediator but does not provide much utility when there are more than one potential mediating variable in the model (Holbert and Stephenson, 2003). Hence, SEM technique was employed in this research to examine the mediating effect as a whole. To examine the mediation effects of POS and AC, and to better understand the impact of DJ, TIO and JS directly to TI, a further test was carried out with the technique of Nested Model test to compare Model 2 and its alternative Model 3 which was nested with Model 2. Two models are nested if both contain the same relationships and one has one or more relationship(s) (Wong, 2006).

Direct paths of DJ, TIO, JS and POS to TI were included in Model 3 with both direct paths and indirect paths fitted simultaneously and so as to estimate the mediation effects (Iacobucci, Saldanha and Deng, 2007). Iacobucci, et al. (2007) also articulate that mediation is indicated when the indirect paths (such as JS to AC, and AC to TI) coefficients are significant. Model 3 fitting was carried out by adding the direct paths of DJ, TIO, JS and POS to TI. The hypothesized causal relationships among the latent variables were modified in Lisrel as follows:

Relationships:

$$\text{POS} = \text{DJ TIO}$$
$$\text{AC} = \text{TIO JS POS}$$
TI = POS AC DJ TIO JS

4.6.1. Hypothesis 8 – AC mediates JS to TI

H₈: Employees’ affective commitment has a mediating effect on the impact of job security on turnover intention

Hypothesis 8 predicted the mediating effect of affective commitment on the relationship between job security and turnover intention. The fit indexes of Model 3 (see Table 4.7) showed that Model 3 fitted the data well. The path coefficients of Model 3 showed that DJ to TI (β = .02), TIO to TI (β = -.11) and POS to TI (β = -.04) had no significant effect on TI while JS only had a weak impact on TI (β = -.15). Moreover, the path coefficients of JS to AC (β = .43, p < .01) and AC to TI (β = -.49, p < .01) were significant. Hence, AC was a mediator of JS to TI (Iacobucci, et al., 2007) and H₈ was accepted.

Figure 4.6: Path diagram and coefficients for Model 3

*p < .05, **p < .01
4.6.2. Hypothesis 9 – Compound mediation of POS, AC for DJ to TI

H\textsubscript{9}: Employees’ distributive justice is mediated by POS to affective commitment on turnover intention.

Hypothesis 9 involved the mediating effect of distributive justice on turnover intention. The path coefficients of DJ to POS (\(\beta = .23, p < .01\)), POS to AC (\(\beta = .45, p < .01\)), and AC to TI (\(\beta = -.49, p < .01\)) were significant. Hence, DJ was mediated by POS to AC on TI and H\textsubscript{9} was accepted.

4.6.3. Hypothesis 10 – Compound mediation of POS, AC for TIO to TI

H\textsubscript{10}: Employees’ trust in organization is mediated by POS to affective commitment on turnover intention.

Hypothesis 10 involved the mediating effect of trust in organization on turnover intention. The path coefficients of TIO to POS (\(\beta = .67, p < .01\)), POS to AC (\(\beta = .45, p < .01\)), and AC to TI (\(\beta = -.49, p < .01\)) were significant. Hence, TIO was mediated by POS to AC on TI and H\textsubscript{10} was accepted.

4.6.4. Nested Model test

Chi-square test was used to determine whether Model 3 better fit than Model 2 (Wong, 2006). Model 2 is the model with POS affecting AC then to TI instead of POS directly affects TI. Model 3 the nested model that including the individual direct paths of DJ, TIO, JS and POS to TI (see Figure 4.6). Chi-square of Model 2, \(\chi^2\) was 1118.332 and chi-square of Model 3, \(\chi^2\) was 1116.538. The difference of chi-square was 1.794 and the difference of their degree of freedom was 4. Since the critical value with 4 degree of freedom was 9.488 and the obtained value was less than the critical value, it was concluded that there was no significant difference between Model 2 and Model 3 (Kelloway, 1998, p. 37). Hence, the additional direct paths of Model 3 did not result in a better fit in the model. As a result, Model 2, a less complex model, was adequate and a better model.
To investigate the mediation effects separately, Nested Model tests with comparison of chi-squares were further conducted. Model 4a was established with DJ affecting TI through POS and AC as mediators while the direct paths of DJ to TI, and POS to TI were both constrained. Model 4b was established in the same way plus adding the direct paths of DJ to TI, and POS to TI. Hence, Model 4b was a nested model with Model 4a. Both models were fitted with Lisrel to obtain their corresponding chi-square and degree of freedom. Chi-square of Model 4a, $\chi^2$ was 1242.945 and chi-square of Model 4b, $\chi^2$ was 1242.736. The difference of chi-square was 0.209 and the difference of their degree of freedom was 2. Since the critical value with 2 degree of freedom was 5.991 and the obtained value was less than the critical value, it was concluded that there was no significant difference between Model 4a and Model 4b (Kelloway, 1998, p. 37). Hence, the additional direct paths of Model 4b did not result in a better fit in the model. Hence, DJ impacting TI was mediated by POS and AC, and $H_0$ was accepted.

<table>
<thead>
<tr>
<th>Index</th>
<th>Model 2</th>
<th>Model 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square, $\chi^2$</td>
<td>1118.332</td>
<td>1116.538</td>
</tr>
<tr>
<td>Degree of freedom, df</td>
<td>551</td>
<td>547</td>
</tr>
<tr>
<td>Difference in Chi-square, $\Delta \chi^2$</td>
<td>1.794 &lt; 9.488</td>
<td></td>
</tr>
<tr>
<td>Difference in degree of freedom, $\Delta df$</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.8: Nested model test parameters for Model 2 and Model 3
Figure 4.7: Path diagram and coefficients for Model 4a

Figure 4.8: Path diagram and coefficients for Model 4b
Model 5a was established with TIO affecting TI through POS and AC as mediators while the direct paths of TIO to TI, and POS to TI were both constrained. Model 5b was established in the same way plus adding the direct paths of TIO to TI, and POS to TI. Hence, Model 5b was a nested model with Model 5a. Both models were fitted with Lisrel to obtain their corresponding chi-square and degree of freedom. Chi-square of Model 5a, \( \chi^2 \) was 1165.685 and chi-square of Model 5b, \( \chi^2 \) was 1163.766. The difference of chi-square was 1.919 and the difference of their degree of freedom was 2. Since the critical value with 2 degree of freedom was 5.991 and the obtained value was less than the critical value, it was concluded that there was no significant difference between Model 5a and Model 5b (Kelloway, 1998, p. 37). Hence, the additional direct paths of Model 5b did not result in a better fit in the model. Hence, TIO impacting TI was mediated by POS and AC, and \( H_{10} \) was accepted.

<table>
<thead>
<tr>
<th>Index</th>
<th>Model 4a</th>
<th>Model 4b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square, ( \chi^2 )</td>
<td>1242.945</td>
<td>1242.736</td>
</tr>
<tr>
<td>Degree of freedom, df</td>
<td>554</td>
<td>552</td>
</tr>
<tr>
<td>Difference in Chi-square, ( \Delta \chi^2 )</td>
<td>0.209 &lt; 5.991</td>
<td></td>
</tr>
<tr>
<td>Difference in degree of freedom, ( \Delta df )</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9: Nested model test parameters for Model 4a and Model 4b

*\( p < .05 \), **\( p < .01 \)
Figure 4.10: Path diagram and coefficients for Model 5b

<table>
<thead>
<tr>
<th>Index</th>
<th>Model 5a</th>
<th>Model 5b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square, $\chi^2$</td>
<td>1165.685</td>
<td>1163.766</td>
</tr>
<tr>
<td>Degree of freedom, df</td>
<td>554</td>
<td>552</td>
</tr>
<tr>
<td>Difference in Chi-square, $\Delta \chi^2$</td>
<td>1.919 &lt; 5.991</td>
<td></td>
</tr>
<tr>
<td>Difference in degree of freedom, $\Delta_{df}$</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.10: Nested model test parameters for Model 5a and Model 5b

Model 6a was established with JS affecting TI through AC as mediator while the direct paths of JS to TI were constrained. Model 6b was established in the same way plus adding the direct path of JS to TI. Hence, Model 6b was a nested model with Model 6a. Both models were fitted with Lisrel to obtain their corresponding chi-square and degree of freedom. Chi-square of Model 6a, $\chi^2$ was 1144.436 and chi-square of Model 6b, $\chi^2$ was 1143.354. The difference of chi-square was 1.082 and the difference of their degree of freedom was 1. Since the critical value with 1 degree of freedom was 3.841 and the obtained value was less than the critical value, it was concluded that there was no significant difference between Model 6a and Model 6b (Kelloway, 1998, p. 37). Hence, the additional direct path of Model 6b did not result in a better fit in the model. Hence, JS impacting TI was mediated
by AC, and $H_8$ was accepted.

![Path diagram and coefficients for Model 6a](image1)

**Figure 4.11: Path diagram and coefficients for Model 6a**

![Path diagram and coefficients for Model 6b](image2)

**Figure 4.12: Path diagram and coefficients for Model 6b**

<table>
<thead>
<tr>
<th>Index</th>
<th>Model 6a</th>
<th>Model 6b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square, $\chi^2$</td>
<td>1144.436</td>
<td>1143.354</td>
</tr>
<tr>
<td>Degree of freedom, df</td>
<td>552</td>
<td>551</td>
</tr>
<tr>
<td>Difference in Chi-square, $\Delta \chi^2$</td>
<td>1.082 &lt; 3.841</td>
<td></td>
</tr>
<tr>
<td>Difference in degree of freedom, $\Delta df$</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Table 4.11: Nested model test parameters for Model 6a and Model 6b**
4.7. **Summary of results**

In summary, two different models (Model 1 and Model 2) were tested with SEM. Model 1 (Figure 4.1) proposes distributive justice will have an impact on POS (Wayne et al., 2002; Loi et al., 2006); TIO will have impacts on both POS (Canipe, 2006) and affective commitment (Wong et al., 2002); job security will have impact on affective commitment (Wong et al., 2002; Unckless, 1998); both POS (Perryer et al., 2010; Hui and Tjosvold, 2007; Jawahar and Hemmasi, 2006; Loi et al., 2006) and affective commitment (Wong et al., 2002; Rhoades et al., 2001; Perryer et al., 2010; Meyer and Allen, 1997) will have impact on turnover intention. Model 2 (Figure 4.2) proposes that POS has impact on affective commitment instead of affecting turnover intention directly while other relationships remain the same as Model 1. Both models were fit according to the fit indexes. Model 1 supported the hypotheses H\textsubscript{2} to H\textsubscript{6} but with H\textsubscript{1} rejected, i.e. POS had no direct effect on turnover intention. This result was different from previous researches (Perryer et al., 2010; Hui and Tjosvold, 2007; Jawahar and Hemmasi, 2006; Loi et al., 2006). Further test was conducted with an alternative Model 2 which constrained POS to have no direct impact on turnover intention. A path of POS to AC was established in Model 2 according to researches of Rhoades et al. (2001) and Shore and Wayne (1993). The results showed that hypotheses H\textsubscript{2}, H\textsubscript{3}, H\textsubscript{4}, H\textsubscript{6}, H\textsubscript{7}, H\textsubscript{8}, H\textsubscript{9} and H\textsubscript{10} were supported while there was a weak effect of trust in organization on affective commitment (H\textsubscript{3}). This result suggested that POS affected turnover intention through affective commitment which matched with the findings of Rhoades et al. (2001). Table 4.12 summarizes the hypothesis testing findings.
<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Statement of Hypothesis</th>
<th>Model 1</th>
<th>Model 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_1$</td>
<td>Employees’ POS has a significant and negative impact on their level of turnover intention</td>
<td>Reject</td>
<td>---</td>
</tr>
<tr>
<td>$H_2$</td>
<td>Employees’ affective commitment has a significant and negative impact on their level of turnover intention</td>
<td>Accept</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td>($\beta = -.62$, $p &lt; .01$)</td>
<td></td>
<td>($\beta = -.66$, $p &lt; .01$)</td>
</tr>
<tr>
<td>$H_3$</td>
<td>Employees’ distributive justice has a significant and positive impact on their level of POS</td>
<td>Accept</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td>($\beta = .20$, $p &lt; .05$)</td>
<td></td>
<td>($\beta = .23$, $p &lt; .01$)</td>
</tr>
<tr>
<td>$H_4$</td>
<td>Employees’ trust in organization has a significant and positive impact on their level of POS</td>
<td>Accept</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td>($\beta = .71$, $p &lt; .01$)</td>
<td></td>
<td>($\beta = .67$, $p &lt; .01$)</td>
</tr>
<tr>
<td>$H_5$</td>
<td>Employees’ trust in organization has a significant and positive impact on their level of affective commitment</td>
<td>Accept</td>
<td>Reject</td>
</tr>
<tr>
<td></td>
<td>($\beta = .50$, $p &lt; .01$)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_6$</td>
<td>Employees’ job security has a significant and positive impact on their level of affective commitment</td>
<td>Accept</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td>($\beta = .47$, $p &lt; .01$)</td>
<td></td>
<td>($\beta = .45$, $p &lt; .01$)</td>
</tr>
<tr>
<td>$H_7$</td>
<td>Employees’ POS has a significant and positive impact on their level of affective commitment</td>
<td>---</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td>($\beta = .43$, $p &lt; .01$)</td>
<td></td>
<td>($\beta = .43$, $p &lt; .01$)</td>
</tr>
<tr>
<td>$H_8$</td>
<td>Employees’ affective commitment has a mediating effect on the impact of job security on turnover intention</td>
<td>---</td>
<td>Accept</td>
</tr>
<tr>
<td>$H_9$</td>
<td>Employees’ distributive justice is mediated by POS to affective commitment on turnover intention</td>
<td>---</td>
<td>Accept</td>
</tr>
<tr>
<td>$H_{10}$</td>
<td>Employees’ trust in organization is mediated by POS to affective commitment on turnover intention</td>
<td>---</td>
<td>Accept</td>
</tr>
</tbody>
</table>

Table 4.12: Summary of hypothesis testing findings
A further nested model test with Model 3 showed that the addition of direct paths of distributive justice, trust in organization and job security to turnover intention didn’t improve the model fit. Hence, Model 2 was the better model to describe the causal relationships among the latent variables. As a result, the findings from Model 2 suggested that distributive justice and trust in organization significantly affected turnover intention with negative impact through POS to affective commitment to turnover intention. Moreover, job security significantly affected turnover intention with negative impact through affective commitment.
5. DISCUSSION AND CONCLUSION

5.1. Introduction
Chapter five discusses the results and findings attained from quantitative investigation of data. Both theoretical and practical implications are presented in this chapter, while limitations of this study and future research directions are also discussed.

5.2. Summary of results
In this research, two models of turnover intention and its antecedents are developed and tested empirically in a study within a foreign invested enterprise (FIE) in China. The constructs investigated in this study include perceived organizational support (POS), affective commitment, distributive justice, trust in organization and job security. Subsequent to my review of the literature, an integrated model of these constructs was conceptualized. Two variations of this conceptualized framework (Model 1 and Model 2) are developed and investigated using the technique of structural equation modeling (SEM). Model 1 (Figure 4.1) proposes distributive justice will have an impact on POS (Loi et al., 2006; Wayne et al., 2002), trust in organization will have an impact on both POS (Canipe, 2006) and affective commitment (Wong et al., 2002), job security will have impact on affective commitment (Wong et al., 2002; Unckless, 1998), both POS (Perryer et al., 2010; Hui and Tjosvold, 2007; Jawahar and Hemmasi, 2006; Loi et al., 2006) and affective commitment (Perryer et al., 2010; Wong et al., 2002; Rhoades et al., 2001; Meyer and Allen, 1997) will have impact on turnover intention. Model 2 (Figure 4.2) proposes that POS has an impact on affective commitment instead of affecting turnover intention directly, while other relationships remain the same as Model 1. In particular, the results suggest that distributive justice, trust in organization and job security have a negative impact on turnover intention. Furthermore, affective commitment mediates the impact of job security on turnover intention. With the presence of affective commitment, the direct impact of POS on turnover intention becomes insignificant. However, POS affects turnover intention through affective commitment. As a result, POS and affective commitment mediate the impacts of both distributive justice and trust in
organization on turnover intention. In the following sections, the results are discussed in more detail.

5.3. Discussion of findings
The statistical analysis in chapter 4 provides the basis for empirical interpretation of the relationship among the antecedents and turnover intention.

5.3.1. POS and affective commitment on turnover intention
The results of this study suggest that POS affects turnover intention through affective commitment rather than a direct relationship. Hence, $H_1$ is rejected while $H_2$ and $H_7$ are accepted.

$H_1$: Employees’ POS has a significant and negative impact on their level of turnover intention (rejected)

$H_2$: Employees’ affective commitment has a significant and negative impact on their level of turnover intention (accepted)

$H_7$: Employees’ POS has a significant and positive impact on their level of affective commitment (accepted)

Previous research studying the relationship between POS and turnover intention propose that POS negatively affects employees’ turnover intention directly (Chen and Eldridge, 2011; Hui and Tjosvold, 2007). However, the current study has found that POS does not have direct significant impact on turnover intention when affective commitment is simultaneously included as an antecedent of turnover intention, and therefore that POS has an impact to turnover intention via affective commitment. This aligns with the research results of Addae, Parboteeah and Davis (2006) and Wayne, Shore, and Linden (1997) and validates their findings in a Chinese context. Newman, Thanacoody and Hui (2012) attribute that the concept of reciprocity (or “Pao” in Chinese; Wong, Hui, Wong and Law, 2001; Chang and Holt, 1994) significantly influences the behavior and attitudes of Chinese people.
The result of affective commitment significantly mediating the effect of POS on turnover intention, rather than a direct impact of POS on turnover intention, is in line with the argument that POS creates an obligation for the employee to reciprocate to the organization by remaining in the job with a lower turnover intention (Newman et al., 2012). Maertz, Griffeth, Campbell and Allen (2007) further state that existing findings in the POS literature support that the effect of POS on turnover constructs are fully mediated through global, affect-based work attitudes. Moreover, Wayne et al. (1997) explain that the expectation of a significant bivariate correlation between variables (like POS directly to turnover intention in this study) does not necessarily imply that there will be a significant path between the same two variables in a structural model.

5.3.2. Distributive justice and POS
The results of this study suggest that distributive justice has a positive significant impact on POS and \( H_3 \) is accepted.

\( H_3: \) Employees’ distributive justice has a significant and positive impact on their level of POS (accepted)

This aligns with the research results of Ferres, Connell and Travaglione (2003) and Wayne et al. (2002). Loi et al. (2006) also suggest that distributive justice has an impact on POS, and POS will further impact on turnover intention directly.

Since POS is found to affect turnover intention through affective commitment, as a result, distributive justice is mediated by POS to affective commitment on turnover intention. Hence, \( H_9 \) is accepted.

\( H_9: \) Employees’ distributive justice is mediated by POS to affective commitment on turnover intention (accepted)

5.3.3. Trust in organization with POS and affective commitment
The results of this study support hypothesis that trust in organization has a positive significant impact on POS and \( H_4 \) is accepted. This is consistent with the
research results of Canipe (2006). Wong et al. (2002) explain that Chinese employees would put great emphasis on trust in organization and this will significantly affects their affective commitment toward their organizations.

\( H_4 \): Employees’ trust in organization has a significant and positive impact on their level of POS (accepted)

Since POS is found to affect turnover intention through affective commitment, and as a result, trust in organization is mediated by POS to affective commitment on turnover intention. Hence, \( H_{10} \) is accepted.

\( H_{10} \): Employees’ trust in organization is mediated by POS to affective commitment on turnover intention (accepted)

However, trust in organization is found to have no significant impact on affective commitment in the current research and hence \( H_5 \) is rejected.

\( H_5 \): Employees’ trust in organization has a significant and positive impact on their level of affective commitment (rejected)

5.3.4. Job security and affective commitment on turnover intention

The results of this study suggest that job security has a positive significant impact on affective commitment and \( H_6 \) is accepted. This aligns with the research results of Joarder, Sharif and Ahmed (2011), who further conclude that affective commitment is mediating the impact of job security on turnover intention. The results of the current study support the acceptance of \( H_8 \).

\( H_6 \): Employees’ job security has a significant and positive impact on their level of affective commitment (accepted)
H₅: Employees’ affective commitment has a mediating effect on the impact of job security on turnover intention (accepted)

5.4. Implications
This research focused on the investigation of turnover intention and its antecedents of employees in Chinese organizations. The results of this research have valuable implications, both theoretical and practical. In particular, this research enhances our understanding of the POS and affective commitment of Chinese employees in foreign invested enterprises.

5.4.1. Theoretical implications
The findings of this study have several theoretical implications. This study not only verifies the results of previous studies, it also informs theoretical discussion in the area of organizational behavior and human resources management regarding the employee turnover intention in the context of China.

Firstly, previous research findings support different causal pathways from POS to turnover intention. Some research proposes that POS negatively affects employees’ turnover intention directly (Chen and Eldridge, 2011; Hui and Tjosvold, 2007). However, other research results support a negative impact on turnover intention via affective commitment (Pajo, Coetzer and Guenole, 2010; Addae, Parboteeah and Davis 2006; Wayne, Shore, and Linden, 1997), which is consistent to the findings of this current research. As a result, the higher the employees’ POS, the stronger will be their affective commitment to their organizations, which in turn will lower their turnover intention. Based on social exchange theory, employees who perceive a higher level of support from their organizations will be more likely to feel emotionally attached to their organization and demonstrate increased affective commitment (Eisenberger et al., 1986) because of the perceptions that the organizations are committed to them (Wayne et al., 1997). This obligation of exchanging caring for caring will enhance the affective commitment of the employees (Arokiasamy, Marimuthu and Moorthy, 2010). POS would therefore enhance employees’ feeling affective commitment by producing a felt obligation that employees will care about the welfare of their
organization and reduce withdrawal behavior (Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001). Employees will lower their intention to leave as one of the avenues to reciprocate to their organizations (Arokiasamy et al., 2010).

Secondly, distributive justice is found to be a significant predictor of turnover intention via POS and affective commitment. This represents an important contribution as previous studies of distributive justice and turnover intention (Hassan, 2010; Orly, 2009; Loi et al., 2006; Wong et al., 2002) have not included both POS and affective commitment as antecedents or mediators. Therefore the current research findings contribute to knowledge on the mechanisms through which distributive justice affects turnover intention via POS and affective commitment. Loi et al. (2006) explain that employees place strong emphasis on distributive justice when evaluating perceived organizational support from their organizations. This indicates that employees are instrumental (Ngo, Tang and Au, 2002) and tend to focus on the reward allocation (Pillai, Williams and Tan, 2001). Comparatively, Loi et al. (2006) conclude that distributive justice impacts on turnover intention through POS to organizational commitment for Hong Kong lawyers. The current study also contributes to our knowledge of organizational commitment by identifying the significant role of one component - affective commitment in the predicted relationship, and suggests that distributive justice impacts on turnover intention through POS to affective commitment in China context.

Thirdly, previous studies of trust in organization and turnover intention (Canipe, 2006; Wong et al., 2003; Wong et al., 2002) have not included both POS and affective commitment as antecedents or mediators. Therefore, the current research findings have contributed to knowledge of the effects of POS and affective commitment, which mediate the impact of trust in organization on turnover intention. Canipe (2006) concludes the impacts of trust in organization to POS, organizational commitment and turnover intention separately for US sample. Canipe (2006) further explains that the greater trust in organization of employees, the more positive they feel about their supports from their organizations and the more willing to stay with the organizations in order to sustain such positive relationship. The current study further details the pathway from employees’ trust
in organization to greater POS and affective commitment to their organizations, which in turn leads employees to have lower intention to leave their organizations.

Fourth, previous studies have different views of the mechanisms through which job security affecting turnover intention. Arnold and Feldman (1982) find no significant evidence of job security affecting turnover intention while other studies suggest that job security does affect turnover intention (Joarder, Sharif and Ahmmmed, 2011; McLaughlin, Adamson, Lincoln, Pallant and Cooper, 2010; Wong et al., 2002). The current research findings are consistent with the study of Joarder et al. (2011) that affective commitment mediates the impact of job security on turnover intention.

5.4.2. Practical implications

The findings of this study provide the management of organizations in China with a better understanding of how to facilitate human resources management so as to lower employee turnover intention. It helps management to design their human resources program to strengthen the factors which will lead to lower turnover intention. Leininger (2004) argues that the attraction and retention of talented employees are the most important keys to business success in China. Pay increases may not be always an efficient way to address turnover problems (Allen, Bryant and Vardaman, 2010) and foreign companies also increasingly find that compensation alone does not guarantee the employees will stay (Leininger, 2004).

In this study, distributive justice and trust in organization are found to be significant antecedents that will lead to POS, which further increase affective commitment of employees. Moreover, job security is another significant factor leading to affective commitment. Hence, the fostering of distributive justice, trust in organization and job security of employees is important to lower staff turnover intention and retain talented employees. In practice, knowing how distributive justice, trust in organization and job security variables could affect POS and affective commitment of employees, managers should take appropriate actions to improve organizational design and human resources management in Chinese foreign invested enterprises.
Firstly, management of organizations can build up organizational justice by setting up clear and unbiased procedures in allocating resources and rewards among employees (Robbins and Coulter, 2009). Since distributive justice refers to the fairness perception of outcomes (Loi et al. 2006) rather than just the procedural justice, it is important for employees to be able to see and experience the fairness for the distribution of resources and rewards by outcome. The outcomes distributed may be tangible, like pay, as well as intangible, such as praise. When these outcomes are perceived to be equally applied, distributive justice can be fostered (Adams, 1965).

Secondly, managers can foster employees’ trust in organization by developing and articulating organizational vision, mission and values to employees (Starnes, Truhon and McCarthy, 2010). Management should also be willing to acknowledge and accept responsibility for perceived breaches of trust with employees. Starnes et al. (2010) further propose that top management should determine what went wrong instead of who was responsible when problems occur in order to build up employees trust in organization.

Thirdly, management can foster employee job security in several ways. Management can fully communicate with employees through regular meetings and listen to feedback which will reduce employees’ frustration (Sirota, Mischkind and Meltzer, 2011). Management can also make employees confident of their job security by presenting a future timeline of goals of the organization as well as targets for employees within the company (Cooper, 2012). In organizations with a mix of full-time and part-time employees, lowering the level of part-time employee will also strengthen employee job security since hourly wages and variable pay systems incorporate degrees of insecurity (David, 2005).

Fourth, positive perceived organizational support will help to create a feeling of being ‘cared for’ for employees who will then reciprocate by being more affectively committed to the organizations which in turn result in a lower turnover intention (Joarder et al., 2011). Managers can be trained to ensure distributive justice and its consequences, which will help the organizations to adopt organizational justice practices effectively (Stinglhamber, De Cremer and
It is important for employees not just to see fairness in procedures (i.e. procedural justice) but rather also perceive fairness in outcomes (i.e. distributive justice).

Fifth, management should foster affective commitment of their employees. Whitener (2001) argues that the practices of human resources, such as rewards and identification of goals, are significantly associated with development of trust and commitment. Leininger (2004) further suggests organizations to move from compensation to commitment as the heart of retention is long-term employee commitment. Hence, one of the major implications of this study is to cultivate and foster commitment of the employees, in particular affective commitment according to the current research findings. Wong et al. (2001) elaborate that organizations of China should try to develop positive long-term relationships with their employees as Chinese employees will have long-term positive attitudes and behaviors toward their organizations once commitment is cultivated. These employees will then perceive their organizational support as greater, leading to lower turnover intention.

Affective commitment means the affective, or emotional, attachment of employees to the organization (Meyer and Allen, 1991) and strong affectively committed employees continue employment with the organization because of their desire to do so. Joarder et al. (2011) articulate that affective commitment plays an important role in predicting the relationship between human resources management practices and turnover intention. Felfe and Yan (2009) set forth that if employees in a collectivistic context cannot develop considerable commitment to their social environment, they may eventually develop thoughts about leaving the organization. Hence, commitment is a crucial factor for employee behavior in organizations particularly in collectivistic context (Felfe and Yan, 2009). As a result, on top of providing competitive salaries and training opportunities for their employees to retain the talent employees (Leininger, 2004), management of organizations should also focus on building up employee affective commitment. Wong et al. (2001) suggest employers to take a long-term perspective to foster relationship with employees as the development of organizational commitment takes time.
Sixth, management should help employees to build up trust in organization with the organization and senior management. Gabarro (1979) suggests that the relatively low organizational work tenure may limit the development of trust in the organization. Gabarro also notes that work relationship that lasts more than eighteen months becomes stable with less subsequent change in levels of trust. Wong et al. (2003) also report 65.4% of short-term contract workers from provinces other than Guangdong and such high geographical and occupational mobility may affect trust in the workplace. In the current study, 77.2% employees are with work tenure less than two years and 67% of employees come from other Guangdong cities or other provinces. Moreover, only 46.5% of employees work in monthly salary base while 53.5% of employees work in either daily base or per item base. As a result, organizations should pay more efforts to develop and embrace a climate of trust and long-term relationship with employees (Tan and Lim, 2009).

Seventh, job security is another significant issue for employees working in China foreign invested enterprises. With different types of employment in foreign invested enterprises in China, workers are facing with different situations and treatment in terms of job security today (Zhu, 1995). Before the economic reforms in China started in 1978, the majority of individuals worked for state owned enterprises (SOE). After the reforms, China has moved from totally planned economy to a more free market system which allows foreign invested enterprises to operate in China (Turban, Lau, Ngo, Chow and Si, 2001). Foreign invested enterprises in China have been granted with greater autonomy in their operations and labor affairs. Foreign invested enterprises can have a more flexible employment system including labor contracts and termination (Turban et al., 2001; Chow, Fung and Ngo, 1999). Employees in foreign invested enterprises are comparatively required to work harder and with longer hours than those in state owned enterprise (Lee, 1977). In addition, there is less job security in foreign invested enterprise since employees may have individual labor contracts and can be terminated because of unsatisfactory performance (Warner, 1998). Hence, it is important for management of foreign invested enterprises to manage and enhance the level of job security of their employees as job security will impact turnover.
intention. Furthermore, it is observed that local employees in foreign invested enterprises are mainly of the type of blue-collar workers (Zhu, 1995). They are often employed either on contract basis or temporary basis. Compared with the permanent employees in the same organization, contract workers and temporary workers have less job security (David, 2005). Employees with contract or temporary basis are likely to perceive more job insecurity problem if they are unable to cope with the job requirements. Hence, their affective commitment may be affected, which in turn affect turnover intention. As a result, increasing job security for employees is important to retain talented staffs, especially for those employees being employed under contract base or temporary role. Organizations should provide adequate training to workers that can enhance their ability to cope with the job requirements in the changing environment so that workers will perform better in job and establish higher level of job security and trust in organization (Wong et al., 2003).

Eighth, the Hukou system in China also affects the attitudes of employees in China. Hukou is a household registration system in China which binds Chinese people to their places of birth (MacKenzie, 2002). Hukou system currently makes it difficult for rural migrant workers to gain permanent residence and access to social services, such as accommodation, owning land, subsidized education, medical care and welfare payments, in China's cities other than their own place of registered Hukou (EIU ViewsWire, 2012; Oxford Analytica Daily Brief Service, 2006; MacKenzie, 2002). Currently it is estimated about one third of the population in major cities does not have Hukou (Shih, 2013). Rural migrant workers are normally engaged in ‘residual’ urban jobs not wanted by urban residents with lowest wage, lowest skill and least pleasant jobs (Oxford Analytica Daily Brief Service, 2006; Knight, Song and Jia, 1999). These migrants remain adrift between the poverty of rural existence and the unattainable privileges of urban citizenship (MacKenzie, 2002). Knight et al. (1999) find that few rural migrants are willing to settle down in the city probably owing to the hazardous nature of city life without an urban Hukou. Hence, in general, it is more difficult to foster sense of security and commitment to work for rural workers.
On the other hand, if rural workers subsequently will return to their villages, employers are more likely to hesitate to train rural workers and provide them with more skills (Knight et al., 1999). The effect of Hukou will be improved if more and more migrant workers are allowed to settle with their families and become urbanized (Shih, 2013; Knight et al., 1999). Chinese government published a circular on reform of the Hukou system in February 2012 (EIU ViewsWire, 2012) which indicates that rural migrants will now find it easier to register Hukou in smaller cities. In medium-sized cities, rural migrants will be allowed to register Hukou after working for three years plus paying social-security insurance for one year, holding an undergraduate degree or professional qualification (Shih, 2013; EIU ViewsWire, 2012). With the coming improvement of Hukou policy, organizational management in China will have more room to foster the commitment and POS of employees which in turn will lower the turnover intention and subsequent turnover of them.

5.5. Limitations and future research directions

Four major limitations of this study have to be acknowledged. Firstly, the study of employee POS is based on the POS scale of Eisenberger et al. (1997; 1990) in the Short Form of Survey of Perceived Organizational Support (SPOS). This scale, developed in a Western context, is used to measure the employees’ POS in China. Although its reliability is acceptable, it may not fully capture the meaning of POS in Chinese context (Wong, Wong and Ngo, 2012). Future studies may employ or even develop a POS scale that is more adapted to Chinese context. Secondly, although turnover intention is a well-recognized proxy of turnover (Palich et al., 1995), the scale of turnover intention to be used in this study only shows the employee’s intention to quit an organization. It does not reveal their subsequent actual turnover (Kim, Park and Chang, 2011). Hence, a longitudinal study in future study may help to provide more evidence. Thirdly, the sample was obtained from one organization and this may result in selection bias (Tan and Tan, 2000). In the future, more Chinese organizations from different industries and areas should be studied to verify the model and findings concluded in this research.

Fourth, common method variance is noted because all data was obtained from a single self-report nature questionnaire distributed to foreign invested enterprise
employees (Wong et al., 2002; Tan and Tan, 2000). Such variance is attributed to the measurement method rather than the constructs of interest. Data is likely to be susceptible to common method variance when the same rater responds to the items in a single questionnaire at the same point in time (Malhotra, Kim and Patil, 2006). Harman's single-factor test is a widely used approach for assessing common method variance in research (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). Researchers using the Harman's single-factor test will traditionally load all the variables into an exploratory factory analysis and examine the unrotated factor solution to see whether a single factor will emerge from the factor analysis or one general factor will account for most of the covariance among the measures (Podsakoff et al., 2003). However, this approach is subjected to the limitation of insufficient sensitivity to detect moderate or small levels of common method variance effects (Malhotra et al., 2006). Moreover, a more sophisticated confirmatory factor analysis approach is recently employed (Podsakoff et al., 2003). Furthermore, other newer approach of marker-variable technique proposed by Lindell and Whitney (2001) is recently employed to control the common method variance (Malhotra et al., 2006; Podsakoff et al., 2003).

5.6. **Conclusion**

The primary focus of this study is to understand and investigate employee turnover intention in China together with its antecedents. To achieve this research objective, two hypothesized conceptual models were established based on the critical review of literatures in turnover intention, perceived organizational support (POS) and organizational commitment (Chapter 2). As outlined in Chapter 3, a cross-sectional quantitative survey with self-report questionnaire is employed to collect data from Chinese employees in a selected foreign invested manufacturing organization in Huizhou, Guangdong. Data collected was then analyzed using structural equation modeling (SEM) method to investigate the causal relationships among the antecedents and mediators with turnover intention as a whole model (Chapter 4). Eight out of the ten hypotheses were accepted which showed that both distributive justice and trust in organization negatively affect turnover intention through the mediating effects of POS to affective commitment, and job security negatively affects turnover intention through the mediating effect of affective commitment. This study has enriched the knowledge
of turnover intention and its antecedents in an integrated model with empirical supports in China. Lastly, in this chapter, both theoretical and practical implications were discussed together with limitations and future research directions addressed.
References


Scotland, J. (2012) Exploring the philosophical underpinnings of research - Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms, English Language Teaching, 5, 9, pp. 9-16.


Appendix 1: Participant Information Statement (English version)
Information Statement

You are invited to participate in the abovementioned research project that is being conducted by Mr Yui-Woon Wong from the Faculty of Business and Law of University of Newcastle. This research is to study the attitude of workers in China regarding their company. This research is under the supervision of Dr Rebecca Mitchell of University of Newcastle.

Why is the research being done?
This research aims to understand employee turnover intention and its antecedents. Results of this study are important to organization management as the findings will inform the design of human resources policy to retain talented employees.

Who can participate in the research?
We are seeking employees of your organisation, aged 18 years or over, to participate in this research.

What choice do you have?
Participation in this research is entirely voluntary.
Although we have been allowed to invite you to participate in this research, the survey is completely anonymous so that neither responses nor individuals can be identified. There will be no record of you or of whether or not you have participated. If you do decide to participate, you may withdraw from the project at any time prior to the submission of your survey. You cannot withdraw once you have submitted your survey as the survey data is anonymous and your responses will not be identifiable. Completing and returning the survey will be taken as implied consent to participate.

What you are being asked to do?
If you agree to participate, you are asked to complete a survey questionnaire distributed to you and return the questionnaire into the collection box provided by the researcher upon completion.

How much time will it take?
The questionnaire will take approximately 10 - 15 minutes to complete.
What are the risks and benefits of participating?
There are no risks or direct benefits for any individual participant. The survey is completely anonymous so that your employer will not be aware who has, or has not participated. The responses provided will have no effect on the employment or relationship with the employer. However, it is hoped the research will lead to improvements in organization management, and assist in the design of human resources policy to retain valued employees.

How will your privacy be protected?
As the data collected in this research is anonymous, no individual respondent can be identified. Information from individual questionnaires will be aggregated for analysis. The data will be stored in password-protected computer accessible only to the researcher and will be disposed of in accordance with the University of Newcastle’s policy and procedures for the disposal of confidential material.

How will the information collected be used?
The results from this research will be used for the research student’s DBA dissertation. Additionally, the dissertation may be presented within the University Faculty and/or School. The data may be incorporated into journal papers for publication. A summary of the results of the research will be provided to the organization. Participants can also request a copy of the summary by sending email to Yuwoon.Wong@studentmail.newcastle.edu.au.

What do you need to do to participate?
Please read this Participant Information Statement and be sure you understand its contents before you commence the questionnaire. If there is anything you do not understand, or you have questions, contact the researcher. Once you have read and understood the statement and wish to proceed, please complete the questionnaire. Please return the questionnaire into the collection box provided by the researcher upon completion.

Further information
Thank you for considering this invitation. If you would like further information please contact Mr Yuwoon Wong at Yuwoon.Wong@studentmail.newcastle.edu.au, or Dr Rebecca Mitchell at Rebecca.Mitchell@newcastle.edu.au.

__________________________  __________________________
Yuwoon Wong                        Dr Rebecca Mitchell
Researcher                        Chief Investigator
Date:                               Date:

Complaints about this research
This project has been approved by the University’s Human Research Ethics Committee, Approval No. H-2012-0076. Should you have concerns about your rights as a participant in this research, or you have a complaint about the manner in which the research is conducted, it may be given to the researcher, or, if an independent person is preferred, to HKMA, 14/F Fairmont House, 8 Cotton Tree Drive, Central, Hong Kong, telephone (852) 27748564, email unc.dbu@hkma.org.hk.
Appendix 2: Participant Information Statement (Chinese version)
研究项目信息声明:
员工离职意愿的前因 —— 一个中国企业研究个案
文件版本 003；日期 07/10/2012

研究项目目的
本研究项目目的是探索员工离职意愿的前因，其研究结果对公司管理甚为重要，能有助于公司制订人力资源政策及留住人才。

谁可参与本研究项目？
我们正寻求贵公司18岁或以上的员工参与本研究。

您可有的选择？
参与本调查是完全自愿。贵公司已允许我们邀请您参与本研究，但本调查是完全不记名的，所以个人或其回答均不会被识别，无论您是否参与均不会被记录。如阁下决定参与，您仍然可以在交回问卷前的任何时间撤回。由于问卷是不记名的，亦不能被识别，您的问卷一经交回，将不能撤回。

您被要求做什么？
如果阁下同意参与，请完成附上的问卷并将完成的问卷投入研究员提供的收集箱。

需要使用多少时间？
大概需要用十至十五分钟完成此问卷。
参与会有什么危害或得益？
参与不会有危害或直接得益。本问卷是完全不记名的，所以你的雇主是不会知悉你曾否参与。而所作答的资料亦不会影响你的受聘或与雇主的关系。调查结果或可改善公司管治，并有助于公司制订人力资源政策及留住人材。

您的个人私隐怎样得到保护？
所有收集的资料均不记名，因此没有个别的回答问卷者可被识别。从个别问卷收集到的信息会被聚集以作分析，所有电脑资料都会用密码保护，而答案则储存于只有研究员可及的地方，并会根据纽卡素大学有关信息保密资料的政策与程序毁灭。

收集到的资料会怎样运用？
这项研究将发表在研究员的博士论文中。这论文或会在大学及学系被介绍，聚集后的资料亦可能被收录于出版的刊物。贵公司会得到这研究结果的摘要，而参与者亦可电邮至Yuiwoon.Wong@studentmail.newcastle.edu.au以索取一份副本。

如何参与本研究？
在开始回答问卷之前，请阅读本「研究项目信息声明」，以确保您清楚其内容。如有任何问题或不明之处，请联络研究员。如已阅读明白本声明、又愿意参与，请完成附上的问卷。完成后，请将问卷投入研究员提供的收集箱。

更多资讯
感谢阁下考虑接受这邀请。如阁下希望得到更多资讯请通过电邮Yuiwoon.Wong@studentmail.newcastle.edu.au与Mr.Yui-Woon Wong联系，或Rebecca.Mitchell@newcastle.edu.au与Dr.Rebecca Mitchell联系。

Mr Yui-Woon Wong
Researcher
Date: 10/07/2012

Dr Rebecca Mitchell
Chief Investigator
Date: 10/07/2012

投诉这研究
这项研究已由大学的人类研究伦理委员会批准，批准号码:H-2012-0076。如您关注作为本研究参与者的权利或希望向研究员的态度作出投诉，您可以直接将之给予研究员或经指定的个别人士给予HKMA, 14/F Fairmont House, 8 Cotton Tree Drive, Central, Hong Kong, telephone (8522) 27748564, email unc.dba@hkma.org.hk.
Appendix 3: Covering Letter
To: Mr Henry Hung,
Managing Director,
Beauty Shadow (Huizhou) Co. Ltd.

Dear Henry,

Your organization, Beauty Shadow (Huizhou) Co. Ltd., is being invited to participate in the abovementioned research project that is being conducted by Mr Yui-Woon Wong from the Faculty of Business and Law of University of Newcastle. This research is to study the attitude of workers in China regarding their company. This research is under the supervision of Dr Rebecca Mitchell of University of Newcastle.

Your organization is being selected for this research as its nature of a foreign investment factory in China which is suitable for the study of the attitude of China employees. It’s much appreciated if you could arrange for a senior staff member to help to administer the distribution of questionnaires and Participant Information Statement to both your factory workers and office staff.

The participation of this research is voluntary. Please sign and return the attached Consent Form if you agree your employees to participate in this research.

Thanks for your kind cooperation and participation.

Yui-Woon Wong
Researcher
Date: 1 May 2012

Dr Rebecca Mitchell
Chief Investigator
Date: 1 May 2012
Appendix 4: Organization Consent Form (English version)
Consent Form for the Research Project:

Antecedents of Employee Turnover Intention – A case study of organization in China
By Mr Yui-Woon Wong and Dr Rebecca Mitchell

Document Version 002; dated 05/01/2012

I agree to this organisation (Beauty Shadow (Huizhou) Co. Ltd.) to participate in the above research project and give my consent freely.

I understand that the research will be conducted as described in the Information Statement, a copy of which I have retained.

I understand I can withdraw consent for the project to be undertaken in this organisation at any time and do not have to give any reason for withdrawing.

I consent to:

- The employees in this organisation being invited for participation of the research
- Distribute the questionnaire and necessary documents to employees in this (Beauty Shadow (Huizhou) Co. Ltd) organisation
- The employees in this organisation completing an anonymous questionnaire

I understand that my personal information, and all employee responses, will remain confidential to the researchers. I have had the opportunity to have questions answered to my satisfaction.

Print Name: Henry Hung

Signature: __________________________

Date: 01/05/2012

The University of Newcastle Human Research Ethics Committee – Initial Application - Expedited Review
Appendix 5: Questionnaire (English version)
Research Questionnaire

Antecedents of Employee Turnover Intention –
A case study of organization in China

A research project conducted at the University of Newcastle

Chief Investigator: Dr. Rebecca Mitchell
Human Research Ethics Committee Approval No. H-2012-0076
Thank you for taking the time to complete this questionnaire.

Your contribution will assist us to understand factors that impact on employee morale and turnover intention. The questionnaire will take approximately **10 - 15 minutes**. Your name is not required and your responses are anonymous and will remain strictly confidential – THIS SURVEY IS ANONYMOUS.

Please complete the questionnaire from your own perspective.

To simplify statistical testing, some of the questions ask similar things. It is important that you answer all questions in the questionnaire.

All responses will be stored securely, and once the information has been analysed, all data will be securely stored and retained in accordance with the University policy.

**A. Employee opinions to Organization (individual response will be kept strictly confidential)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My organization cares about my opinions.</td>
<td>P0S1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. My organization really cares about my well-being.</td>
<td>P0S2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. My organization strongly considers my goals and values.</td>
<td>P0S3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Help is available from my organization when I have a problem.</td>
<td>P0S4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. My organization would forgive an honest mistake on my part.</td>
<td>P0S5</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. If given the opportunity, my organization would take advantage of me.</td>
<td>P0S6</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>(R) tidy: My organization shows very little concern for me.</td>
<td>P0S7</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8. My organization is willing to help me if I need a special favor.</td>
<td>P0S8</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9. I would be very happy to spend the rest of my career with this organ</td>
<td>A0C1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10. I enjoy discussing my organization with people outside it.</td>
<td>A0C2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>11. I really feel as if this organization’s problems are my own.</td>
<td>A0C3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12. I think that I could easily become as attached to another organization as I am to this one. (R)</td>
<td>A0C4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>13. I feel like ‘part of the family’ at my organization.</td>
<td>A0C5</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14. I feel ‘emotionally attached’ to this organization.</td>
<td>A0C6</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15. This organization has a great deal of personal meaning for me.</td>
<td>A0C7</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>16. I feel a strong sense of belonging to my organization.</td>
<td>A0C8</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>------------------</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
</tr>
<tr>
<td>17. I am fairly rewarded by the organization by considering the responsibilities.</td>
<td>DJ1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>18. I am fairly rewarded by the organization in view of the amount of experience I have.</td>
<td>DJ2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>19. I am fairly rewarded by the organization for the amount of effort I put forth.</td>
<td>DJ3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>20. I am fairly rewarded by the organization for the work I have done well.</td>
<td>DJ4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>21. I am fairly rewarded by the organization by the stresses and strains of my job.</td>
<td>DJ5</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>22. I trust this organization to look out for my best interests.</td>
<td>TIO1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>23. I believe in the top management of this organization.</td>
<td>TIO2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>24. Management of my organization is sincere in its attempts to meet the workers’ point of view.</td>
<td>TIO3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>25. Our organization has a good future because it can attract qualified managers.</td>
<td>TIO4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>26. Management can be trusted to make sensible decisions for the organization’s future.</td>
<td>TIO5</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>27. Management at work seems to do an efficient job.</td>
<td>TIO6</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>28. I feel quite confident that the organization will always try to treat me fairly.</td>
<td>TIO7</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>29. Our management would not gain advantage by deceiving the workers.</td>
<td>TIO8</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly uncertain</th>
<th>Uncertain</th>
<th>Neutral</th>
<th>Certain</th>
<th>Strongly Certain</th>
</tr>
</thead>
<tbody>
<tr>
<td>30. How certain are you about what your future career picture looks like in this organization?</td>
<td>JS1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>31. How certain are you about what your responsibilities will be six months from now?</td>
<td>JS2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>32. How certain are you of the opportunities for promotion and advancement which will exist in the next few years?</td>
<td>JS3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>33. How certain are you about your job security in this organization?</td>
<td>JS4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
34. I often think about quitting.  
   | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
   | 1 | 2 | 3 | 4 | 5 |

35. I will probably look for a new job in the next year.  
   | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
   | 1 | 2 | 3 | 4 | 5 |

36. If I may choose again, I will choose to work for the current organization (R)  
   | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
   | 1 | 2 | 3 | 4 | 5 |

**B. Personal Information**

37. Gender
   - □ Male
   - □ Female

38. Age
   - □ Less than 18
   - □ 18 - 24
   - □ 25 - 34
   - □ 35 - 44
   - □ 45 - 54
   - □ 55 - 64
   - □ 65 or above

39. Origin
   - □ Guangdong, Huizhou
   - □ Guangdong, Other cities
   - □ Other provinces
   - □ Others

40. Marital status
   - □ Single
   - □ Married
   - □ Others

41. Education
   - □ Primary or below
   - □ Junior secondary school
   - □ High school graduate
   - □ Diploma
   - □ Higher Diploma
   - □ Bachelor’s degree
   - □ Others

42. Department
   - □ Factory
   - □ Clerical

43. Wages calculation method
   - □ Per item
   - □ Daily base
   - □ Monthly base

44. Average monthly salary (including compensation, incentive bonus, and overtime compensation)  
   - RMB

45. Number of years working in this organization
   - □ Less than 1 year
   - □ 1 year but less than 2 years
   - □ 2 years but less than 3 years
   - □ 3 years but less than 4 years
   - □ 4 years but less than 5 years
   - □ 5 years but less than 10 years
   - □ 10 years or above

46. In the past 3 years, how many times have you changed job?
   - □ times

116
47. Through which channel did you join this organization

<table>
<thead>
<tr>
<th></th>
<th>□ Referrals by friends / relatives</th>
<th>□ Open recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>□ Labour Department</td>
<td>□ Agency</td>
</tr>
<tr>
<td></td>
<td>□ Walk-in</td>
<td></td>
</tr>
</tbody>
</table>

--- End of Questionnaire ---

Thank you for your contribution

Please return the completed questionnaire to the collection box in staff canteen.
Appendix 6: Questionnaire (Chinese version)
员工离职意欲的前因: 一个中国企业研究个案
澳洲纽卡素大学研究项目

首席研究员: Dr. Rebecca Mitchell
大学人类研究伦理委员会批准号码: H-2012-0076
多谢阁下花时间完成这份问卷

你的参与有助我们理解员工士气和离职意欲的因素，这份问卷需时约 10 至 15 分钟。

这问卷是不记名的 — 所以无需提供你的姓名，而你的作答亦会被严格保密。

请以你自己的看法完成这问卷。

重要：为了简化统计测试，部份问题或会看似同及相似的问题，但请仍然回答所有的问题。

所有答卷都会被安全地储存，资料一经分析就会根据纽卡素大学的政策而保存。

A. 员工对公司的意见（回答会被绝对保密，请圈出你的选择）

<table>
<thead>
<tr>
<th>问题内容</th>
<th>强烈不同意</th>
<th>不同意</th>
<th>不确定</th>
<th>同意</th>
<th>强烈同意</th>
</tr>
</thead>
<tbody>
<tr>
<td>现职单位重视我的意见</td>
<td>P051</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>现职单位很关心我的整体工作满足感</td>
<td>P052</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>现职单位充分考虑到我的目标与价值</td>
<td>P053</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>当我遇到困难时，现职单位能给予我协助</td>
<td>P054</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>现职单位会原谅我诚实交代的错误</td>
<td>P055</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>若有机会，现职单位会在我身上获取利益</td>
<td>P056</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>现职单位表示得不太关心我</td>
<td>P057</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>若我需要特别受惠，现职单位会乐意帮助我</td>
<td>P058</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>我乐意终身在现职单位工作</td>
<td>AC1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>我乐意与外人谈及现职单位</td>
<td>AC2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>我觉得现职单位的事即我个人的事</td>
<td>AC3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>我想我很容易适应另一间新公司，正如我投入现职单位一样</td>
<td>AC4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>我觉得自己是由现职单位这个大家庭的一份子</td>
<td>AC5</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>我对现职单位很有感情</td>
<td>AC6</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>现职单位对我个人有很多特殊的意義</td>
<td>AC7</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>序号</td>
<td>问题内容</td>
<td>标准回复</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>16</td>
<td>我对现职单位有很强的归属感</td>
<td>D03</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>17</td>
<td>根据职责，我得到公平的奖励</td>
<td>D04</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>18</td>
<td>根据我的工作经验，我现职单位获得公平的回报</td>
<td>D05</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>19</td>
<td>根据我的努力程度，我现职单位获得公平的回报</td>
<td>D06</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>20</td>
<td>就我良好完成的工作，现职单位会给我合理的回报</td>
<td>D07</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>21</td>
<td>根据工作压力和负担，现职单位会给我合理的回报</td>
<td>T01</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>22</td>
<td>我信任现职单位会顾及我的最佳利益</td>
<td>T02</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>23</td>
<td>我信任现职单位的高层管理人员</td>
<td>T03</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>24</td>
<td>现职单位管理层是诚恳地考虑员工的看法</td>
<td>T04</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>25</td>
<td>我的现职单位前景良好，因为它能吸引优秀的管理人员</td>
<td>T05</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>26</td>
<td>同事都信任管理层能为公司的前景作出明智的决策</td>
<td>T06</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>27</td>
<td>管理层看来做出有效的工作</td>
<td>T07</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>28</td>
<td>我有相当的信心现职单位会一直尽量公平地对待我</td>
<td>T08</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>29</td>
<td>现职单位管理层不会欺骗员工以求利益</td>
<td>T09</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>30</td>
<td>你对你在现职单位的事业前景的确定程度怎样？</td>
<td>J01</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>31</td>
<td>你对你在六个月内工作前景的确定程度怎样？</td>
<td>J02</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>32</td>
<td>你对你在未来几年的晋升与发展的机会的确定程度怎样？</td>
<td>J03</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>33</td>
<td>你对你在现职单位的工作安全性与稳定性的确定程度怎样？</td>
<td>J04</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
34. 我常想到辞职

35. 我很可能会明年另寻新的工作

36. 如果能再次选择，我仍然喜欢留在现职单位工作

B. 个人资料（请√出你的选择）

37. 性别
   ① □男
   ② □女

38. 年龄
   ① □ 17 岁或以下
   ② □ 18 - 24
   ③ □ 25 - 34
   ④ □ 35 - 44
   ⑤ □ 45 - 54
   ⑥ □ 55 - 64
   ⑦ □ 65 岁或以上

39. 籍贯
   ① □ 广东省惠州市
   ② □ 广东省其他县市（请说明）
   ③ □ 其他省份（请说明）
   ④ □ 其他

40. 婚姻状况
   ① □ 未婚
   ② □ 已婚
   ③ □ 其他

41. 学历水平
   ① □ 小学或以下
   ② □ 初中
   ③ □ 高中
   ④ □ 中专
   ⑤ □ 大专
   ⑥ □ 本科
   ⑦ □ 其他

42. 所属部门
   ① □ 工厂
   ② □ 办公室

43. 基本计算方法
   ① □ 件薪计算
   ② □ 日薪计算
   ③ □ 月薪计算

44. 每月平均收入（包括全部津贴、奖金及加班费等）

45. 你在现职单位任职年期
   ① □ 1 年以下
   ② □ 1 年但 2 年以下
   ③ □ 2 年但 3 年以下
   ④ □ 3 年但 4 年以下
   ⑤ □ 4 年但 5 年以下
   ⑥ □ 5 年但 10 年以下
   ⑦ □ 10 年或以上

46. 过去三年内，你离职转换工作的次数
   ___________________ 次

47. 你是通过什么方式进入这公司工作的？
   ① □ 朋友/亲人介绍
   ② □ 公开招聘
   ③ □ 劳动局
   ④ □ 职业介绍所
   ⑤ □ 自己来公司找工作

---问卷完成---

多谢阁下的参与，请将完成了的问卷交回放在员工饭堂的收集箱内。
Appendix 7: Collinearity Statistics - VIF
### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>5.701</td>
<td>.240</td>
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<td>POS</td>
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<td>.103</td>
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<td></td>
<td>Affective Commitment</td>
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<td>.092</td>
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<tr>
<td></td>
<td>Distributive Justice</td>
<td>.035</td>
<td>.065</td>
</tr>
<tr>
<td></td>
<td>Trust In Organization</td>
<td>-.139</td>
<td>.089</td>
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<tr>
<td></td>
<td>Job Security</td>
<td>-.203</td>
<td>.076</td>
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a. Dependent Variable: Turnover Intention
Appendix 8: Reliability Statistics – Cronbach’s Alpha
### Perceived organizational support

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
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### Affective commitment

<table>
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<th>Reliability Statistics</th>
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<th>Cronbach's Alpha Based on Standardized Items</th>
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<tr>
<td>Affective commitment</td>
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### Distributive justice

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<th>N of Items</th>
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<tr>
<td>Distributive justice</td>
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<td>.914</td>
<td>5</td>
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### Trust in organization

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
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<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
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</thead>
<tbody>
<tr>
<td>Trust in organization</td>
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<td>.888</td>
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</tbody>
</table>
Job security

<table>
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<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.755</td>
<td>.755</td>
<td>4</td>
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</table>

Turnover intention

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.759</td>
<td>.764</td>
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