Exploring The Mediating Effects Of Workplace Satisfaction, Affective Commitment And Organization Support On Turnover Intention Among Senior Professional In Guangdong Province, China

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Abstract
Due to low levels of government investment and the need to meet basic operational and growth targets with appropriate profitability, publicly held companies in China have struggled to thrive in recent years. This was due to many variables, such as the need to make enough money and the relatively low levels of government investment. That depends on the medical team's technical knowledge and customer service skills, but it also depends on the team's depth and breadth of outstanding senior specialists from other fields. Only if the medical staff has these two traits will this be possible. In achieving these goals, the firm demonstrated its technical and scientific prowess, strengthening its clinical position. Consequently, they help make the company's goods appealing and guarantee their quality. Regardless, due to the huge medical industry in China and the number of other enterprises operating in the area, these professionals were in great demand. Given these realities, retaining highly sought-after senior professionals was a significant challenge for human resource management, which must find ways to increase work happiness and foster emotional engagement. The distribution business loses billions of dollars a year due to inefficient productivity, which harms profits. To improve overall performance, it was crucial to understand what motivates individuals to satisfy metric-based objectives. This correlational research set out to investigate the connections between distribution sector employees' levels of job satisfaction, emotional commitment to their profession, and organizational support as they relate to turnover intention, using the motivation-hygiene theory as its foundation.

Keywords: *Workplace satisfaction, Affective commitment, Organisation support, Turnover intention, and Senior professional.*

1. Introduction
A shift occurred when workers began to be seen as the "social man," whose emotions and perspective should be valued, as opposed to the "economic man," who just considers his or her material interests. The conventional concept of the worker as the "economic man" gave way to this new perspective. For this reason, modern management research and practice increasingly focus on understanding and shaping individual behaviour. Many people think bosses need to put more effort into catering to their employees' emotional and social needs at work. After coming to this realisation, managers have shifted their focus to accommodate these needs. An employee's enthusiasm for their work was a key factor in how satisfied they are with their employment (Aboramadan, 2020). Because of its importance, job satisfaction has spawned many theoretical frameworks from researchers in the fields of human resources and organisational behaviour within the administration of businesses. The concept of job happiness may be measured in several ways, and these various approaches each have their distinct characteristics, or "dimensions," by which they were distinguished from one another. Zang suggests that factors outside an individual's control including exhaustion, boredom, the quality of their supervisors, and the nature of their work were to blame for dissatisfaction with the job. The event and the people who produce or break it are the two main aspects that determine whether or not an employee is happy in their job. The job itself, the pay, the chances for advancement, recognition, and gratitude, the working conditions, the benefits, the supervisors, the colleagues, and the general public were all factors to think about. As a consequence of working together, workers were happier in their positions (Borgogni, L., 2019).

2. Background Of the Study
The influential Hawthorne Study served as the basis for this term. Businesses have been trying to enhance productivity by meeting the emotional needs of their workers since the idea was first conceived. Throughout history, "job satisfaction"

has been interpreted and defined in a variety of ways. Job satisfaction consists of an individual's optimistic outlook on the function they are doing. Job satisfaction was "the psychological disposition of persons towards work and this encompasses a collection of numerous attitudes or thoughts". According to another researcher, "a pleasant or positive emotional state arising from the appraisal of one's work or job performance" is the definition of affective well-being. An employee's happiness on the job depends on some different things, including the tasks they perform, the personality of their supervisor, the financial rewards they receive, the opportunities for career growth, the company's values, and the calibre of their coworkers. According to another researcher, many factors contribute to an individual's level of pleasure at work. These factors include the social and technological environment, as well as the workers' desire to be recognised in the workplace (Ma, G., 2019).

An employee's "turnover intention" is how they feel right before they decide to quit because they're unhappy with their job. Researchers have been interested in turnover since the early 1900s. It is now a popular area of study in the field of group behaviour. For those from Hong Kong, turnover purpose is the choice to quit your present job and look for a new one. People thought that the reasons workers gave for leaving could be used to guess what they would do in the future because they show what they believe, what they were interested in, and what drives them. Researchers say that desire to leave is a useful dependent variable because it is strongly linked to real action related to leaving. Several Chinese experts have put together a model of the internal and external factors that cause employees to leave their jobs, with a main focus on the economic link between the job market and the change rate. It was thought that employees would stay with an organisation because they were emotionally attached, financially dependent, met their expectations, couldn't find another job, felt like they had accomplished something, and didn't feel any negative emotions. This led to the creation of a five-component model and the conducting of empirical studies (Liang et al., 2018).

3. Purpose of the Study

The researchers set out to find out how employee engagement, work satisfaction, and output were related in this quantitative correlational investigation. Worker enthusiasm and contentment on the work served as the independent variables. Productivity served as the dependent variable. Residents in China who work with distribution corporations were the intended recipients. One way this may lead to a better world is by making it easier for decision-makers to identify the real obstacles that are preventing colleagues from reaching their production targets.

4. Literature Review

If employees believe that the jobs they hold completely satisfy both their requirements and their objectives, then the probability that they take pleasure in the task that they accomplish for a living is improved. "Work-related happiness" was a notion that was introduced and describes the positive emotions that a person experiences as a direct consequence of the efforts they've put forth in their job. When it comes to determining the amount of enjoyment that an individual derives from their employment, the single most important factor is the degree to which their expectations are met or exceeded by their work. This was also the one which has the most influence on the degree to which they like their job. Some factors add to an employee's overall feeling of job satisfaction. Some of these factors include the nature of the work, the salary or benefits, the effectiveness of leadership, the friendships and trust that are created with colleagues, and the effectiveness of management. There was a connection between job dissatisfaction and a lack of passion for one's work in addition to lower levels of dedication to one's work. The results of research that was conducted that employees who are unsatisfied with their jobs are more likely to seek time off or maybe leave their employment completely. The study was carried out (Gün et al., 2021).

It is possible that increasing one's flexibility and willingness to adapt to new circumstances, even if those circumstances are less than ideal, may result in improved levels of job satisfaction for that particular person. It was necessary to possess the flexibility to adjust to the many problems that they face to be able to continue functioning while being presented with a range of challenges. As a result of this connection, those who think they have a strong drive for professional growth are considered to find pleasure in the job that they do. This is because there is a correlation between being satisfied in one's work and being satisfied in one's professional life (Quyen et al., 2020).

5. Research Objectives

i.   To examine the affective commitment for job satisfaction.

6. Research Methodology

The researcher used a quantitative technique due to the restricted time and resources available. Rao-soft software was used to estimate the sample size of 473; 533 questionnaires were distributed; 508 were returned; and lastly, 8 questionnaires were rejected owing to incompletion of the questionnaire. There were 500 participants in the research. All potential respondents were contacted for the survey via a random sampling method. While waiting for their educational equipment to be completed, students who opted to take part in the study were informed about it and had any queries answered by the researcher. In cases when a respondent could not read or write or was wheelchair-bound, the researcher

would read aloud the survey questions and answer categories before taking their replies down on the form. People were asked to fill out and return surveys all at once in certain locations.

6.1 Conceptual Framework

7. Result

7.1 Factor Analysis

Principal Components Analysis (PCA), a technique for minimizing the number of variables to be studied, identifies the subset of variables (components) that best describes the data. The following situation may be used to demonstrate this idea. Let's say the participant's resolution was measured by the researcher using a 25-item survey. By reducing the amount of questions, researchers seek to minimise the survey's duration. Simplifying the survey by identifying and removing duplicate questions using PCA is a smart idea. One of the questions may be removed if, for instance, questions 22 and 25 are somewhat similar. With the PCA approach, researchers may narrow down to the important questions or variables.

PCA was also known as exploratory factor analysis (EFA), which is another confusing term for exploratory factor analysis. The term "factor" is confusing and imprecise since the EFA researcher is more interested in components than in factors. Some software supports PCA as a kind of factor analysis.

Principal components analysis was a technique for minimising the number of variables to be taken into account, much like exploratory factor analysis. Essentially, this approach aims to reduce the number of artificial variables, or main components, that collectively account for most of the variance in the original independent variables from a large number of independent factors.

Typical PCA uses are as follows: The researcher may only want to include the variables (questions/statements) that they believe most closely represent the construct in the measurement scale if they have previously measured multiple variables and believe that some of these variables measure the same underlying construct (say, depression). Consequently, it was necessary to determine whether the construct being studied "loads" onto all or part of the variables.

This was helpful for two purposes: (a) determining whether a new measurement scale, such as a questionnaire, can be shortened to include fewer items, such as questions or statements; this was because there may be a better way to measure the construct of interest, or these items may be superfluous (i.e., multiple items may measure the same construct); (b) determining whether an existing measurement scale, such as a questionnaire, can be shortened (i.e., response rates tend to be higher in shorter questionnaires). The following list contains only a few instances of how often principal component analysis is used.

One typical application of component Analysis (FA) was to confirm the latent component structure of a set of measured variables. Although they are not immediately quantifiable, latent factors were assumed to be the fundamental causes of observed scores on observable or indicator variables. FA was a model-dependent approach. The modelling of relationships between observables, unobservables, and error was its main objective.

The Kaiser-Meyer-Olkin (KMO) Test may be used to determine whether the data is appropriate for factor analysis. The test assesses the sample's representativeness overall and for each model variable. The possible common variance across data sets was measured by the statistics. A lower proportion suggests that factor analysis may be applied more easily to their data.

Values between 0 and 1 are returned by KMO. A helpful guideline to bear in mind while analysing the statistic was that the sample is sufficient if the KMO values fall between 0.8 and 1, respectively.

• Corrective action must be taken immediately if the KMO values are less than 0.6, which suggests that the sample was inadequate. While some writers have proposed treating this number as 0.5, they should use their discretion to values that lie in the range of 0.5 and 0.6. According to some writers, this number ought to be interpreted as 0.5.

• KMO It was implied that there are a significant number of partial correlations compared to the overall number of correlations when the values are very near to zero. In other words, due to the nature of the question being asked, correlations are rather common, which poses a significant challenge for component analysis. Kaiser assigned the following values to the outcomes as a point of reference:

 • Unacceptable from 0.00 to 0.49; awful from 0.50 to 0.59; mediocre from 0.60 to 0.69; moderate from 0.70 to 0.79.

 • Meritorious: 0.80 to 0.89; marvellous: 0.90 to 1.00. The first step in factor analysis was to determine if the data had the required characteristics. Not all data sets—especially those with little or nonexistent correlations between the variables—are appropriate for component analysis. The researcher will use the following standards to evaluate whether or not the data are suitable for factor analysis: The KMO and Bartlett of each independent variable.

We take a broad view using the KMO and Bartlett test. When Bartlett's test significance threshold was less than 0.05 and the KMO value was more than 0.5, a strong association was evident. KMO measurements may also be calculated for every variable as an extra option. Values higher than 0.5 are acceptable.

Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.915
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The KMO for this study Bartlett's test the 0.00. Hence, proven factor performing value of the data used is .915. Furthermore, of Sphericity derived significance level as the sample was suitable for running analysis. After EFA, four factors were extracted and the eigenvalues of these factors were 32.41, 1.541, 1.257 and 1.211, respectively. Since all the values were greater than 1, it refers to the consistency of clustering. In addition, it was observed that the first four factors together explained 68.45% of the total variance. Furthermore, the factor loadings of all the items were either equal to or greater than 0.5.

The screen plot graphs the eigenvalue against the component number, the values in the first two columns of the table immediately above. From the third component on, the line was almost flat, meaning each successive component accounted for smaller and smaller amounts of the total variance. In general, only those principal components are kept whose eigenvalues are greater than 1. Components with an eigenvalue of less than 1 account for less variance than did the original variable, and so are of little use. Hence, the point of principal components analysis was to redistribute the variance in the correlation matrix to redistribute the variance to the first components extracted.

Component Matrix – The table contains component loadings, which are the correlations between the variable and the component. Because these are correlations, possible values range from -1 to +1. On the /format subcommand, the option blank is used (.30), which tells SPSS not to print any of the correlations that are .3 or less. This makes the output easier to read by removing the clutter of low correlations that are probably not meaningful anyway.

The first step of EFA was to check the suitability of data for performing factor analysis. In this regard, Kaiser recommended that the KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy coefficient value should be greater than 0.5 as a bare minimum for performing factor analysis.

8. Test for Hypothesis

➤ **Dependent Variable**

• **Senior Professional**

The phrase "Senior Professional" was usually associated with higher-ups in an organization's hierarchy and with specific jobs. In most contexts, it denotes those who have risen to the pinnacle of their profession and now hold positions of considerable authority and responsibility (Meng et al., 2018). A "Senior Professional" could be an engineer, manager, or consultant at the highest level of a business. These people often have extensive knowledge and years of experience in their professions, which enable them to guide younger colleagues, make important choices, and serve as mentors (Meng et al., 2018).

➤ **Mediating Variable**

• **Affective Commitment**

A person's organizational commitment may be described as their inclination to actively participate in an organization. Three things come together to form the concept of organizational commitment: believing in and recognizing the firm's values, being very committed to the organization to the point of going above and beyond and being willing to remain with the same business. An internal bond or connection with an outside thing or person is what the researcher means when the researcher talks about commitment. The degree to which one is willing to put out effort dictates the likelihood that one will succeed. An alternative definition of organizational commitment is when an individual goes above and beyond their normal duties to greatly increase the overall productivity of the firm. Organizational commitment was defined in this research using the commitment principle as its base. An employee's level of emotional engagement in their job, or organisational commitment, was a factor in their likelihood of staying with the company (Ding, & Wu, 2023).

> ➢ **Independent Variables**
- **Turnover Intention**

Job satisfaction was defined as an individual's level of contentment with their employment and their working conditions. How a person feels about the intrinsic and extrinsic parts of their job affects their level of job satisfaction. In other words, it's about how employees feel about various parts of their occupations. There was a school of thought that holds that work satisfaction was best understood as a multi-faceted notion with several components. This was because there was a wide variety of occupations available. Common elements that contribute to job happiness include colleagues, appreciation, benefits, working conditions, pay, promotion opportunities, supervision, and organizational norms or procedures (Mgaiwa, 2021).

> ▪ **A relationship between Senior Professionals with Turnover Intention through Affective Commitment**

Senior workers who wanted to quit their jobs did so because they felt emotionally committed to doing so. Emotional loyalty is the term for how strongly a person feels about their job and the company. A strong sense of community and belonging at work makes leaders less likely to want to quit their jobs. If someone's emotional commitment is low, on the other hand, they may be more likely to look for other options. This could be because of things like bad leadership, not getting enough praise, or not sharing the organization's values. In effect, building strong emotional bonds with coworkers may make senior employees less likely to want to leave their jobs (Cai, L., 2020).

Based on the above discussion, the researcher formulated the following hypothesis, which analysed the relationship between Senior Professionals and Turnover Intention through Affective Commitment.

H_{01}: There is no significant relationship between Senior Professionals and Turnover Intention through Affective Commitment.

H_1: There is a significant relationship between Senior Professionals and Turnover Intention through Affective Commitment.

Table: H_1 ANOVA

ANOVA					
Sum					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	37785.410	325	5655.517	1089.451	.000
Within Groups	382.870	174	5.356		
Total	38168.28	499			

In this study, the result was significant. The value of F is 1089.451, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the *"There is a significant relationship between Senior Professional and Turnover Intention though Affective Commitment"* is accepted and the null hypothesis is rejected.

9. Discussion

Senior professionals' desire to leave a company may be explained in large part by how happy and invested they are in their work. This empirical research from China's Guangdong Province attempted to learn more about how senior professionals there felt about their jobs, how committed they felt emotionally to the company, and whether or not they planned to leave soon. Satisfaction in the workplace was the degree to which a person is happy and fulfilled while working. It includes things like being happy in your career, having the backing of your company, and having a healthy work-life balance. An increase in dedication to the company may be expected from senior professionals when they report positive work experience. One's level of affective commitment indicates how much one cares about and identifies with their workplace. Perceived fairness, supervisor support, and career advancement prospects all play a role. Senior professionals are less inclined to contemplate quitting their current employer if they feel emotionally committed to staying there. This research shows that reducing turnover among experienced professionals requires focusing on their level of job satisfaction. The chance of employee turnover may be decreased, job satisfaction increased, and a feeling of community and loyalty fostered by creating a welcoming workplace. The results of this research have real-world relevance for businesses in China's Guangdong Province. Fair pay and benefits, opportunity for advancement, respect for personal life outside of work, and a welcoming atmosphere are all emphasised. Similarly, conflict resolution and opportunities for professional growth should be prioritised at work.

11. Conclusion

The results of this study show that factors like job satisfaction, organizational identification, and perceived organizational support, as well as workplace satisfaction and affective commitment, are significantly related to the intention to leave an

organization. Both alone and in combination, these factors significantly impacted the willingness to quit an organization. Recently, it has been shown that people's communication styles greatly impact how businesses in China function. Employees are more likely to remain loyal to their employer, according to the study's authors, if those in charge of the firm share their values.

Managers in China who are interested in learning about the work values of the younger generation of workers may find this research useful. This directly translates into the possibility of implementing strategies to increase employee retention. Due to the abundance of available workers, many Chinese businesses have not sought to implement measures to reduce employee turnover. The reason being, that there has been a surplus of available labour. Companies in China are finding it much more difficult to find and attract new personnel due to the latest developments in this circumstance. Our research shows that employees' levels of commitment to their company and satisfaction with their salary are strong indicators of whether they want to leave their current job. As a result, companies should inquire about these factors frequently. Also, they found that an employee's degree of dedication to their company and satisfaction with their salary were strong indicators of whether they wanted to quit their present job. Insights about how workers feel about the company's current policies and procedures may emerge from this, and it might help management prepare for unforeseen challenges (Hassannia, R., 2020).

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