

WORKPLACE SATISFACTION AND AFFECTIVE COMMITMENT: AN EMPIRICAL STUDY IN GUANDONG PROVINCE, CHINA ON SENIOR PROFESSIONAL TURNOVER INTENTION

SHEN QUN¹, ROZAINI BINTI ROSLI²

¹Research Scholar, Lincoln University College, Petaling Jaya, Malaysia.

²Lincoln University College, Petaling Jaya, Malaysia.

ABSTRACT

Companies in China that was owned by the general public have had a difficult time thriving in recent years as a result of low levels of government investment and the requirement to generate sufficient profits to satisfy fundamental operating and expansion goals. This is because of a combination of factors, including low levels of government investment and the demand to generate sufficient profits. This is dependent not only on the medical team's technical expertise and their ability to provide excellent customer service, but also on the medical team's depth and breadth of great senior experts in a range of sectors. This can only be achieved if the medical team possesses both of these qualities. These accomplishments bolster the clinical position of the company and were the embodiment of its technological and scientific expertise. As a result, they ensure the quality of the company's products and contribute to the company's appeal.

Despite this, these specialists were in high demand as a result of the vast medical industry that exists in China as well as the abundance of other competitive businesses that operate in the sector. In light of these facts, one of the most important challenges for human resource management is figuring out how to boost job satisfaction and cultivate emotional commitment in order to retain highly sought-after senior professionals.

Keywords: Workplace satisfaction, Affective commitment, Guandong province, Turnover intention.

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 own 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 practise increasingly focus on understanding and shaping individual behaviour. Many people think that bosses need to put more effort into catering to their employees' emotional and social needs at work. Managers have shifted their focus to accommodate these needs after coming to this realisation. An employee's enthusiasm for their work is a key factor in how satisfied they were with their employment (Stephen, 2011). Because of its importance, job satisfaction has spawned a number of 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 own distinct characteristics, or "dimensions," by which they were distinguished from one another (Li, 2010). Zang suggests that factors outside an individual's control—including exhaustion, boredom, the quality of their supervisors, and the nature of their work—was to blame for dissatisfaction on the job. The event and the people who produce or break it was 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. Work satisfaction is a rapid and emotional reaction to the specifics of one's work environment, such as pay and responsibilities. Organizational commitment, in contrast to work satisfaction, is a reasonably consistent process that considers both the immediate and distant future of an individual's participation with an organisation. The importance of the company's beliefs, its objectives, and its performance requirements was all examples of these ramifications. The same holds true for dedication inside an organisation; it does not just magically materialise, but once it does, it is rock-solid for the long haul. So, an employee's dedication to the organisation is a key factor in understanding their behaviour at work. As this is the case, many researchers in the area of organisational behaviour think that an employee's level of loyalty to their company was an important element in deciding whether or not they stay with their present employer (Zhang, 2013).

2. BACKGROUND OF THE STUDY

Zeng was the first person in history to coin the term "job contentment". From his book of the same name, people learn that "any combination of psychological and contextual elements that cause a person to legitimately state I am pleased with my job" constitutes work satisfaction. 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 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 were doing. For Schultz, job satisfaction is "the psychological disposition of persons towards work — and this encompasses a collection of numerous attitudes or thoughts" (Zeng, 2012). 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. According to Peng, an employee's happiness on the job depends on a number of 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, there were many factors that 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 (Peng, 2013).

The "turnover intention" of an employee is their state of mind just before they decide to leave their job as a result of discontent. Turnover is a topic that has been studied since the early 20th century, and now it is a vibrant academic specialty within the science of organisational behaviour (Nie et al., 2007). Hong Kong researchers Liang et al. define turnover intention as the decision to leave one's current job in favour of a search for a new one. Workers' stated reasons for leaving were considered a "predictor" of their actual behaviour since they reveal the individuals' core beliefs, interests, and driving forces. Researchers argue that turnover intention is a useful dependent variable since it is highly correlated with actual turnover behaviour. Several Chinese scholars have presented a model of internal and external reasons of employee turnover, with a major focus on the economic relationship between the labour market and the turnover rate. The assumption that employees' willingness to stay with the organisation can be attributed to emotional attachment, financial dependence, the fulfilment of

expectations, a lack of alternative employment opportunities, a sense of accomplishment, and the absence of negative emotions led to the proposal of a five-component model and the conduct of empirical studies (Liang et al., 2012).

3. LITERATURE REVIEW

The concept and use of "work satisfaction" have developed throughout time. Vroom (1964) states that job satisfaction is "a person's positive orientation on his or her present position," or the emotional orientations of persons towards the professional responsibilities which they were now completing. Those who require a citation: Satisfaction in one's employment may be defined as "the psychological disposition of humans towards work—and this covers a variety of diverse attitudes or sentiments," as stated. "a pleasant or positive emotional state arising from the evaluation of one's work or job experiences," as Card puts it, is the definition of job satisfaction. Job satisfaction is "a cheerful or positive emotional state," as suggested by this definition (Card et al., 2010). According to Cui, this is a person's "overall view" of the work in question. A person's level of job satisfaction may be thought of as an emotional reaction to the disparity between his or her own efforts and those of others in the workplace. According to Chinese scholars, a person's attitude on their work and work experience, rather than their outlook on their life and career progression, is what defines job happiness. This is in contrast to how an individual views his or her own life and professional development. After an employee has started working for a company, their feelings of satisfaction and dissatisfaction was certain to differ at least somewhat (Cui et al., 2012).

Many studies have been undertaken on the issue of workplace contentment, and as a consequence, the term "job satisfaction" has taken on a variety of meanings depending on the particular study objects analysed and the underlying theoretical frameworks. Many people have different interpretations of this idea, but some of them include "pleased with the work itself," "satisfied with the frame of reference," and "expectation discrepancy satisfaction". Job satisfaction, in this broad sense, is a single notion that stands for complete satisfaction as a result of factoring in contentment and discontentment with many various areas of employment. The term "wide interpretation of work satisfaction" describes this view of the concept. It focuses less on the concrete factors and processes that contribute to job fulfilment and more on the way in which a person chooses to think about such factors (LI et al., 2011).

Satisfaction levels were seen as reactions to the gap between real gain and anticipated gain, as proposed by the expectation discrepancy theory (also known as the need deficit hypothesis). It's necessary to have a counterpoint to the dissatisfaction of the people, which may be expressed by comparing the degree to which their expectations were met. According to the "frame of reference" theory, being happy on the job is a mental process that calls for contrasting various aspects of work with the surrounding environment. The "frame of reference" method is a way of thinking about what makes people happy at work. Employees' subjective responses and impressions of the firm's and the job's objective features were seen to be the most essential aspects, with each employee's reaction being impacted by their own unique frame of reference. Overall work satisfaction is defined as the degree to which an individual is pleased with his or her employment. The academic community now, as a whole, uses and accepts this term. It is generally agreed that job satisfaction is a subjective reaction to

one's working conditions. A person's level of work satisfaction may change drastically as a result of changes in the microenvironment, such as when incentives and knowledge about the job was modified (Sun et al., 2014).

4. RESEARCH METHODOLOGY

In order to find statistically significant links between these variables, quantitative researchers gather numerical data on them and input it into statistical models. Quantitative study was conducted with the end purpose of expanding human knowledge. Scientists commonly employ quantitative methods when investigating events with a human influence. The tangible outcomes of quantitative research are tables and graphs. Quantitative studies require a methodical approach to data collection and analysis because they rely so heavily on numerical evidence. Some examples of use include averaging data, making predictions, studying correlations, and extrapolating to larger populations. When drawing conclusions, qualitative studies favour in-depth interviews and careful observation, while quantitative research favours standardised testing and statistical analysis.

Sampling: A pilot study was conducted with the questionnaire using a group of 20 employee from China and final study was conducted with the questionnaire on sample of 500 employee. A total of 533 questionnaires were distributed among the employee selected in a systematic random sampling. All the completed questionnaires were considered for the study and any incomplete questionnaire was rejected by the researcher.

Data and Measurement: Primary data for the research study was collected through questionnaire survey (one-to-correspondence or google-form survey). The questionnaire was divided into two parts – (A) Demographic information (B) Factor responses in 5-point Likert Scale for both the online and non-online channels. Secondary data was collected from multiple sources, primarily internet resources.

Statistical Software: MS-Excel and SPSS 24 was used for Statistical analysis.

Statistical tools: Descriptive analysis was applied to understand the basic nature of the data. Validity was tested through factor analysis.

5. CONCEPTUAL FRAMEWORK



6. RESULTS

Factor Analysis:

The preliminary investigation reveals a complex answer, it is cleaned up in terms of face validity and reliability, resulting in a single factor solution that is (KMO = .813, Bartlett's $X^2(66) = 952.837, p < .001$) valid parsimonious and meaningful.

Table 1. Factor analysis

Factor analysis		
Scale	Dimension	Total variance explained
Workplace satisfaction	Organizational Identification Working hours and development Intrinsic satisfaction	60.99%
Affective Commitment	Affective Commitment	67.87%
Turnover Intention	Turnover Intention	63.74%

Test for Hypothesis:

A favourable emotional reaction to one's activities or presence in the workplace is one definition of the intangible quality of "Workplace satisfaction." The leading companies were conducting surveys to gauge workers' levels of satisfaction in an effort to learn the answer. There is a large variety of views on what factors contribute to contentment in one's work. When it comes to the workplace, one person's idea of a perfect day at the office may not be another's idea of a perfect day at the office at all. So, in order to maximise employee happiness, it is critical to utilise a multi-pronged strategy that considers the following:

1. People were motivated to improve their performance because of the difficulties they encounter on the job.
2. For the reason that it provides great comfort (short commutes, access to the right digital tools, and flexible hours).
3. Praise from management and coworkers is constant.
4. Employees continue to be motivated and productive if they were paid a pay that is competitive with the market.
5. Each employee is guaranteed opportunities for promotion consistent with his or her own goals for professional and personal development.

On basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between workplace satisfaction and turnover intention.

H01: There is no significant relationship between workplace satisfaction and turnover intention.

H1: There is a significant relationship between workplace satisfaction and turnover intention.

Table 2. ANOVA analysis

Education		Mean Value	Standard Deviation
	Bachelor (N=290)	3.3848	.76898
	Master (N=118)	3.6017	.68012
	PhD (N=100)	3.5680	.77471

F = 4.536, Sig. = .011

Tenure		Mean Value	Standard Deviation
	Five years (N=138)	3.3627	.68995
	6-15 years (N=160)	3.3150	.74210
	<15 years (N=210)	3.4876	.78694

F= 6.561, Sig. = .002

Position		Mean Value	Standard Deviation
	Functional leader (N=102)	3.6451	.7408
	Director (N=213)	3.4854	.75812
	Staff (N=193)	3.3637	.74619

F= 4.760, Sig.=.009

In this study, the result is significant. Which means the “H1: There is a significant relationship between workplace satisfaction and turnover intention.” Is accepted and the null hypothesis is rejected.

7. CONCLUSION

The level of an employee's affective commitment to an organisation, as opposed to how much they like their work, is a better indicator of whether or not they remain with that organisation. The duration of respondents' stays at the firm had a substantial bearing on both their emotional involvement and the possibility that they would quit the organisation in the future. There is a significant difference in job satisfaction, affective commitment, and intention to leave a firm that is based on senior professionals' job positions within a firm, and there is a similar but smaller difference that is based on the size of the firm. Both of these factors contribute to an employee's overall experience at work.

8. LIMITATIONS

The process of collecting questionnaires was made easier by selecting representatives from 23 significant companies located in a variety of cities across Guangdong province using a

technique known as stratified sampling. This was done with the intention of reducing the difficulty of collecting questionnaires. As a direct result of this, it is far more challenging to generalise the findings. This makes use of cross-sectional data, which may be vulnerable to the effects of response bias due to the fact that it is subject to random sampling. Because of the similarities between the two sets of dimensions, it's possible that the respondents won't be able to tell the difference between the questions that measure work satisfaction and the ones that measure emotional commitment. If this is the case, then the data that was collected could be inaccurate as a result.

REFERENCES

- [1] Card, D., Mas, A., Moretti, E., & Saez, E. (2010). *Institute for research on labor and employment, UC Berkeley. Working Paper Series, 9(1), 1-4.*
- [2] Cui, X., Zhang, Y. M., & Qu, J. J. (2012). *Labor relations climate and job satisfaction: The moderating role of organizational commitment. Nankai Business Review, 15(2), 19-30. In Chinese.*
- [3] Li, X. L. (2010). *The study on the employee satisfaction. Modern Enterprise Culture, 11, 62. In Chinese.*
- [4] Li, Y.X., Yang, W.J., & Shen, J.L. (2011). *Relation among teachers' organizational identification, job satisfaction and affective commitment. Studies of Psychology and Behavior. 9 (3) : 185-189. In Chinese.*
- [5] Liang, J., Farh, C.I.C., & Farh, J.L. (2012). *Psychological Antecedents of Promotive and Prohibitive Voice: A Two-Wave Examination. Academy of Management Journal. 55 (1): 71-92.*
- [6] Nie, G.H., Li, Y.X., Tang, Z.H. (2011). *A Study on the Relationship among Workplace Bullying, Affective Commitment, and Intention to Leave. Chinese Journal of Clinical Psychology. 19 (1), 113-115 .In Chinese.*
- [7] Peng, W. P. (2013). *After 80: an empirical study of employee work embedded and turnover intention. Master thesis. Changchun: Jilin University. In Chinese.*
- [8] Stephen, P.R. (2011). *Organization behavior. Beijing: China Renmin University Press.*
- [9] Sun, S. X., Wang, L. C., Wang, J. F., Meng, W. J., Zhu, L. B., & Ge, X. A. (2014). *Impact of job burnout of medical staff on job satisfaction and turnover intention. Chinese Hospital Management, 34 (11), 34-36.*
- [10] Zeng, C.K. (2012). *The Effect of Affective Commitment on the Relationship between Leader-Member Exchange and Turnover Intention of Employees. Management Review. 24 (11), 106-113. In Chinese.*
- [11] Zhang, X., Fan, Y., & Huang, M.P., & Yan, J. (2013). *Formation Mechanism Model Construction of Organizational Commitment Based on Self-Determination Theory: When Autonomy Need Becomes the Dominant Need. Nankai Business Review. 16 (6), 59-69. In Chinese.*