



## **A Study of Senior Professionals in Guangdong Province, China, And the Role That Workplace Satisfaction, Affective Commitment, And Organisation Support Play in Moderating Their Intention to Retire**

**Authors - 1st SHEN QUN, 2nd Rozaini binti Rosli**

### **Abstract**

In China, publicly owned companies have had a hard time growing in recent years because the government hasn't put much money into them and they need to meet basic operating and growth goals while still making enough money to stay in business. There were many reasons for this, such as the need to make enough money and the fact that the government wasn't investing very much. What that means depends on how technically sound and customer service-savvy the medical team is, as well as how many and what kinds of top senior doctors they have from other fields. This can only happen if the medical staff has these two qualities. By meeting these objectives, the company showed its technical and scientific expertise, which improved its clinical standing. So, they help the company's products look good and ensure their quality. No matter what, these workers were in high demand because China has a big medical industry and a lot of other businesses in the area. Because of these facts, it was very hard for human resource management to keep top professionals who were in high demand. They had to find ways to make workers happier at work and get them emotionally involved. Poor efficiency costs the delivery business billions of dollars every year, cutting into profits. To get better total performance, it was important to figure out what drives people to meet metric-based goals. Using the motivation-hygiene theory as its base, this correlational study looked at how job happiness, emotional commitment to the job, and organisational support are related to workers' plans to leave the distribution sector for better opportunities.

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

### **1. Introduction**

Clinical quality, greater productivity, ground-breaking research, superior education and training, efficient operations, and financial stability are the key objectives of today's academic surgery centres. Considering the current political and economic climate, in which the rate of change in health care is at an all-time high, it was becoming more difficult to carry out all of these responsibilities simultaneously. It was possible that regulatory and financial authorities, discriminating customers who seek excellent and respectable service, and department managers who want to develop and extend their operations are to blame for the transition of surgical academic institutions into consumer items. Department branding was becoming an increasingly important function of institutional management due to rising rivalry among centres for patients, research funds, philanthropic commitments, healthcare revenue, trainees, and top faculty recruits. There was a significant correlation between the amount of success that an organisation has and its ability to acquire and maintain the services of trained medical experts (Dahleez, K., 2020).

Improving the overall productivity of a company's personnel may be one approach for a firm to get closer to reaching the goal they have set for themselves. This may be achieved by offering financial incentives to members of the teaching staff who perform at a higher level. The workforce has the potential to become a valuable and strategic resource that enhances the performance of the organisation. This can only happen if the faculty is engaged, and if the objectives and incentives are aligned with one another. When it comes to their patients, students, fellow researchers, and administrative superiors, faculty members who are actively immersed in their work have a profound sense of obligation. The success of an organisation can be measured in many different ways, including the quality of patient care, hospital mortality rates, customer service quality, productivity, and a variety of financial performance measures. Persistent faculty engagement and pleasure in the workplace contribute to the success of an organisation. Academics who are not devoted to their work have a higher inclination to leave their present jobs for employment at other institutions, which may have the impact of undermining the aims of the institution, requiring expensive recruitment efforts, and decreasing revenue. Although the significance of attracting and retaining outstanding talent has been the focus of a significant amount of study in a wide range of other professions, academic surgery has given the issue considerably less emphasis. It was possible to identify and evaluate the impact of the factors that are most important to the retention of academic surgical staff. This can be done (Bakker, 2019).

## 2. Background Of the Study

This word was inspired by the seminal Hawthorne Study. Since the inception of the concept, businesses have attempted to increase productivity by attending to the emotional requirements of their employees. The term "job satisfaction" has been defined and interpreted in many different ways throughout history. A positive view of their work is the foundation of job happiness. "The psychological predisposition of persons towards work and this incorporates a collection of numerous attitudes or thoughts" was what Schultz defined as job satisfaction. Affective well-being is defined as "a pleasant or beneficial state of mind arising from the judgement of one's work or job performance" by another researcher. Peng asserts that a worker's contentment at work is contingent upon several factors, including the duties they carry out, the supervisor's demeanour, the monetary compensation they get, the prospects for professional advancement, the company's principles, and the calibre of their colleagues. Another researcher claims that a person's degree of job satisfaction is influenced by a variety of things. These elements include the technical and social milieu in addition to employees' aspirations for recognition at work (Ma, 2019).

An employee's "turnover intention" is the state of mind they are in just before deciding to leave their employment due to dissatisfaction. Turnover has piqued the curiosity of researchers since the early 1900s. It is now a well-liked subject of research in the discipline of group behaviour. According to Liang et al. from Hong Kong, the decision to leave your current position and hunt for a new one is known as the turnover reason. It was believed that the reasons given by departing employees may be utilised to predict their future actions since they reveal their true beliefs, interests, and motivations. Because it has a substantial correlation with actual leaving-related behaviour, researchers claim that the desire to leave is a relevant dependent variable. A model of the internal and external elements that lead to employee turnover has been assembled by many Chinese specialists, with an emphasis on the economic relationship between the labour market and turnover rate. It was believed that workers would stay with a company if they fulfilled their goals, were financially secure, had a sense of accomplishment, couldn't find another employment, and didn't experience any bad feelings. As a result, a five-component model was developed, and empirical research was carried out (Liang et al., 2018).

## 3. Purpose of the Study

Through this quantitative correlational analysis, the researchers aimed to determine the relationship between production, job satisfaction, and staff engagement. Employee satisfaction and zeal for their job acted as the independent factors. Productivity was the variable under study. The target audience was Chinese citizens who work with companies that distribute goods. This might improve the world in a few ways, including facilitating the identification of genuine barriers and preventing coworkers from meeting output objectives by decision-makers.

## 4. Literature Review

There is some theoretical support for this position that may be found in the conventional model of work motivation. The fact that the model was provided is the source of this support to the argument. Some features of work, such as salary, bonuses, opportunities, speciality duties, and responsibilities, may have a positive impact on an employee's motivation, performance, job satisfaction, and the likelihood of remaining with an organization, according to this idea. Certain aspects of work may also affect employment possibilities. The motivation, performance, and work happiness of an employee, as well as the chance that they stay with an organization, may all be negatively impacted by other elements of their employment opportunities. Additionally, some additional aspects of the profession have the potential to have a negative influence (Ali, 2020).

It is one of the few traits that may accurately predict low levels of voluntary employee turnover, and one of those factors was the degree to which a person is pleased with the amount of remuneration that they are now receiving. As a result of the fact that doing so will bring them closer to the goals that they have established for themselves, it is in the best interests of the workers to negotiate for higher compensation. Employees who believed that their compensation was appropriate were more likely to remain employed by their present employers. This was the conclusion reached by the researchers. This was the case regardless of whether or not the workers could have earned a greater wage in another location. This was the case although an assortment of other factors of the circumstance were considered. Individuals who are content with their jobs are less likely to be concerned about their present and future financial conditions, and they are also less likely to look for employment elsewhere. When an employee has a favourable perspective on their future with the organization where they are now working, the likelihood of them willingly quitting their job is reduced. As a result, the likelihood of them quitting their employment is reduced. This is because the individual is the one who chooses to voluntarily stand down from their job with the organization. There is evidence to suggest that raising salaries, particularly increases in compensation that are granted in conjunction with promotions, contributed to a reduction in the amount of employee turnover. It has been shown that promotions that come with wage raises are also very beneficial to the employee who is receiving the promotion. In the public sector, promotions are famously difficult to get due to the strict requirements that must be achieved to qualify for the promotion. When it comes to promotions, the public sector is notoriously tough to obtain (M. A. and Andy Soenanta, 2020).

## 5. Research Objectives

- i. To assess that the Affective commitment indicates dedication and loyalty to the organization they work for.

## 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 incompleteness 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 was 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**

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

The KMO value of the data used for this study is .915. Furthermore, Bartlett's test of Sphericity derived the significance level as 0.00. Hence, the sample was proven suitable for running factor analysis. After performing 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.

## 7.2. 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. 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**

#### • **Organization Support**

Even before they can talk, preverbal newborns exhibit pro-social behaviours. Our natural need to connect with others shapes our relationships, which in turn affects our stress levels, health, happiness, and overall quality of life. This has been thought about ever since the foundational studies in social psychology. The significance of a solid sense of self in cultivating happiness, health, and stress resistance has been highlighted by a substantial amount of studies on humans and their relationships with their surroundings. A person's feeling of belonging to significant groups influences their self-worth, emotional reactions, and behaviour, according to the social identity hypothesis. People learn to value different parts of their identities in different social contexts, and this helps them form their sense of self and their place in the world. Consequently, according to these authors, the organizational context is where most people spend their waking hours, encapsulating norms, regulations, responsibilities, and, consequently, a sense of belonging (Terason, 2018).

### ➤ **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 and Turnover Intention through Organization Support

It is important to note that the connection between senior staff and turnover intention is significantly influenced by the perception of organisational support. When senior employees feel valued and supported by their employer, they are more likely to demonstrate higher job fulfilment and dedication, which has the effect of reducing their desire to leave their current position. On the other side, a lack of support may lead to feelings of isolation and dissatisfaction, which in turn heightens the urge to leave the situation. Organisations can lessen the likelihood of senior professionals leaving their positions by fostering an environment that is encouraging, providing resources, and encouraging professional development (Jannat, 2020).

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

***“H<sub>0</sub>: There is no significant relationship between Senior Professionals and Turnover Intention through Organization Support.”***

***“H<sub>1</sub>: There is a significant relationship between Senior Professionals and Turnover Intention through Organization Support.”***

Table: H<sub>1</sub> 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 Professionals and Turnover Intention through Organization Support ”*** is accepted and the null hypothesis is rejected.

## 10. 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 is 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).

### Bibliography

1. Aboramadan, M., Dahleez, K. and Hamad, M.H. (2020), "Servant leadership and academics outcomes in higher education: the role of job satisfaction", *International Journal of Organizational Analysis*, Vol. 1.
2. Ali A. M., "Demographic factors, compensation, job satisfaction and organizational commitment in private university: an analysis using SEM," *J. Glob. Responsib.*, vol. 11, no. 4, pp. 407–436, Jan. 2020, doi: 10.1108/JGR-01-2020-0010.
3. Borgogni, L., Bakker, A.B., Hetland, J., Olsen, O.K. and Espevik, R. (2019), "Daily strengths use and employee wellbeing: the moderating role of personality", *Journal of Occupational and Organizational Psychology*, Vol. 92 No. 1, pp. 144-168.
4. Jannat, T., Hassannia, R., Omar, N. A., & Nazri, M. A. (2020). Analysing the mediating effects of job satisfaction and dissatisfaction on employee voluntary turnover intention.
5. M. A. and Andy Soenanta R. T. S., "The effect of job satisfaction and organizational commitment to employee retention in a lighting company," *Issues Bus. Manag. Econ.*, vol. 8, no. 4, pp. 97–103, 2020.
6. Ma, B., Liu, S., Lassleben, H. and Ma, G. (2019), "The relationships between job insecurity, psychological contract breach and counterproductive workplace behaviour: does employment status matter?", *Personnel Review*, Vol. 48 No. 2, pp. 595-610.
7. Meng et al., Liang et al., Kundi, M., Ikramullah, M., Iqbal, M.Z. and Ul-Hassan, F.S. (2018), "Affective Commitment as a mechanism behind perceived career opportunity and turnover intentions with the conditional effect of organizational prestige", *Journal of Managerial Sciences*, Vol. 1.
8. Mgaiwa, S.J., Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. *Social Sciences & Humanities Open*, 2021. 4(1): p. 100143.
9. Terason, S., Managerial turnover intention as a result of leadership behaviour, job satisfaction and organizational commitment: Evidence from cross-national fitness enterprises in Thailand. *Academy of Strategic Management Journal*, 2018. 17(1): p. 1-12.