

CAREER GROWTH AND TURNOVER INTENTION: THE
MEDIATOR ROLE OF CAREER COMMITMENT AND
ORGANIZATIONAL IDENTIFICATION

LI YIFEI

李一菲

Dissertation submitted as partial requirement for the conferral of
Master in Human Resource Management

Supervisor:

Dr. Nelson Campos Ramalho, Assistant Professor, ISCTE Business School

January 2018

ACKNOWLEDGEMENTS

I would never have been able to finish this study without the guidance from my supervisor, help from friends, and support from my family.

I would like to express my deepest gratitude to my supervisor, Professor Nelson Ramalho. He gave me excellent guidance and also infinite patience. He is not only a supervisor but also a friend who are always ready to help. Although he was staying busy during this period, he could always make time for me. He has shown me, by his example, what a good researcher should be.

I am also gratefull to my best friends Liang, Zhang and Feng and my lovely family. They are always there for me and always beside me in both good times and bad times. Their unconditional support is my critical source of motivation.

Finally, I would like to thank all the participants who helped me to complete and hand out the research questionnaire. Without their help, this study would not have been possible.

ABSTRACT

In this study, basing on the debate about traditional organizational career and boundaryless career, we examined two types of indirect effect of organizational career growth on turnover intention. By identifying how career growth can affect turnover intention indirectly, we ultimately proposed practical implications for organizations to better manage human resources. Data was obtained from 282 participants from four adjacent cities in the Pearl River Delta area. According to the results, we found that: (1) career growth is the predictor of both career commitment and organizational identification; (2) career commitment is negatively related to employee turnover intention; (3) career growth conveys an indirect influences on employee turnover intention through the mediating effect of career commitment.

Keywords: Career Growth, Turnover Intention, Career Commitment, Organizational Identification

JEL Classification:J24;J63;J81

RESUMO

Este estudo, assente no debate entre carreiras tradicionais e sem fronteiras, examina dois tipos de efeito indirecto do crescimento de carreira organizacional na intenção de saída. Ao identificar a forma como o crescimento de carreira pode afectar indirectamente a intenção de saída, propomos implicações práticas para as organizações gerirem melhor os seus recursos humanos. Com uma amostra de 282 indivíduos residentes nas quatro cidades adjacentes no delta do Rio das Pérolas descobriu-se que: (1) o crescimento de carreira é um preditor quer da vinculação com a carreira quer da identificação organizacional; (2) a vinculação de carreira está negativamente associada à intenção de saída; (3) o crescimento de carreira exerce um efeito indirecto na intenção de saída via o efeito mediador da vinculação com a carreira.

Palavras-chave: Crescimento de carreira, Intenção de saída, Vinculação com a carreira, Identificação organizacional.

Classificação JEL:J24;J63;J81

GENERAL INDEX

1. INTRODUCTION	1
2. THEORETICAL BACKGROUND AND HYPOTHESES	6
2.1. Theoretical Background	6
2.1.1. Career Growth	6
2.1.2. Turnover Intention	7
2.1.3. Career Commitment	8
2.1.4. Organizational Identification	10
2.2. Hypotheses	11
2.2.1. Career Growth and Career Commitment	11
2.2.2. Career Commitment and Turnover Intention	12
2.2.3. Career Growth and Organizational Identification	12
2.2.4. Organization Identification and Turnover Intention	13
2.2.5. Career Commitment as Mediator	13
2.2.6. Organizational Identification as Mediator	15
2.3. Proposed Research Model	15
3. METHODOLOGY	16
3.1. Data Analysis Strategy	16
3.2. Sample	17
3.3. Measurement	19
3.3.1. Career Growth	19
3.3.2. Career commitment	21
3.3.3. Organizational Identification	22
3.3.4. Turnover Intention	23
4. RESULTS	25
5. DISCUSSION AND CONCLUSION	28
6. REFERENCES	31
7. APPENDIX	41

TABLES AND FIGURES

Figure Index

Figure 1. Proposed Research Model	15
Figure 2. CFA for Career Growth	21
Figure 3. CFA for Career Commitment	22
Figure 4. CFA for Organizational Identification	23
Figure 5. SEM Model	25

Table Index

Table 1. Age Distribution	17
Table 2. Gender	17
Table 3. Educational Level	18
Table 4. Years of working	18
Table 5. Occupation Type	19
Table 6. Monthly Salary	19
Table 7 . Component Matrix for Career Growth.....	20
Table 8 . Component Matrix for Turnover Intention	24
Table 9 . Regression Weights	26
Table 10. Summary of hypothesis results	27

ACRONYMS

CMIN/DF – Chi Square to degrees of freedom

RMSEA – Root Mean Square Error of Approximation

SRMR – Standardized Root Mean Square Residual

CFI – Comparative Fit Index

CFA – Confirmatory Factorial Analysis

1. INTRODUCTION

Under the condition of market economy in China, human resources are generally configured by the market demand flexibly. Human capital plays an important role in organizations. Nowadays, China's reform and opening up has brought about an influx of a large number of foreign culture. The values and attitudes towards life and work have slightly changed, and their personal demands tend to be more diversified and complex. According to data presented by the NASDAQ:JOBS (China), since 2016, the top three major drivers of turnover have become "I am dissatisfied with my current job, and it is not consistent with my career planning"; "Comparing with other companies, the compensation and benefit system of the company I work for is short of competitiveness"; and "The growth spaces and opportunities in the company I work for are limited" respectively. It can be observed that the present Chinese employees are becoming increasingly concerned about themselves and attach importance to personal career development. Under this circumstances, to better achieve career goal, more and more employees chose to transfer for better development. As a result, the word "quit" become no longer strange, and the resignation is more and more common among employees.

The turnover rate in China showed a trend of increase year by year. According to the data presented by the NASDAQ:JOBS, the average employees' turnover rate in China was 17.4% in 2014 (Report on Chinese resignation and salary adjustment survey, 2015), 17.7% in 2015 (Report on Chinese resignation and salary adjustment survey, 2016), and 20.1% in 2016 (Report on Chinese resignation and salary adjustment survey, 2017) respectively. Furthermore, the three top industries have high proportion: high-technology industry (25.1%), manufacturing industry (24.4%), consumer goods industry (21.1%). Due to businesses' transformation and upgrading, and increasingly fierce competition in the industry, the structure of human resource would be adjusted and collocated, which has a direct impact on employee mobility. Indeed, NASDAQ:JOBS made a forecast that the coming trend of talent flow would

be more apparent. These figures are consistent with Abubaka et al. (2015) statement that more and more attention has been paid to the phenomenon of employee turnover, which has become a major concern of every organization.

Employee turnover has significant effects on organizations (Denvir & McMahon, 1992). Organizations invest capital to induct, train and retain their employees. Thus, turnover is costly from the organizations' perspective. Replacement costs, for example, include the cost of recruiting, selecting, inducting and training the substitute (Sutherland, 2002). Additionally, the cost derived from losses of customer service continuity or critical implicit knowledge is real but unmeasurable (Holtom, Mitchell, Lee, & Eberly, 2008). Furthermore, employees' voluntary turnover sometimes can affect the decisions of their coworkers who have intentions to leave through a process of turnover contagion (Felps et al., 2009). Turnover also impacts profitability. The losses of productivity and sales, for example, lowers the profit margins (Gustafson, 2002).

Hence, to understand the reasons why employees might decide to leave their organization is worthy of study. Concepts such as salary and compensation, working hours, work stress, workload, training, leadership style and family factors, were identified as the determinants of employee turnover (Yang, Wan, & Fu, 2012). In this study, we are going to introduce a critical antecedent variable of turnover intention, namely career growth. Career growth is defined as the sequential process of an individual's work experience as time goes on (Arthur, Hall, & Lawrence, 1989). Several studies have proposed that career growth could negatively effect turnover intention through empirical researches (Weng & Hu, 2009; Nouri & Parker, 2013; Weng & McElroy, 2012; Shahzad, 2011). Building on these studies, we summarized that it would have great benefit if organizations could provide career advancement and development opportunities to those newcomers or those junior staff who are educated, passionate and motivated. These employees who are just starting their career would benefit significantly from these advancement opportunities. The main idea behind these practices is to encourage employees to build stronger attachment

with their organizations. In turn, it is able to bring positive outcomes such as lower intention to leave, greater work effort and better performances. With the significant impacts on job performance and turnover intention, the studies of career growth have received more and more attention from worldwide researchers.

Traditionally, against the background of relatively stable employee-organization relationship, employees tend to work in a single organization in the long run, and they are not going to change. Therefore, to promote employees' job performance and reduce their turnover intention, organizations need to take some measures to improve employees' attitudes towards their organizations. The traditional view on lowering turnover put emphasis on several human resource practices along which an ultimate purpose of making employees identify with their organizations (Ashforth & Mael, 1989; Dutton, Dukerich, & Harquail, 1994; Haslam, Van Knippenberg, Platow, & Ellemers, 2014; Van Knippenberg, 2000). Therefore, in this study, we will introduce a variable of organizational identification. Organizational identification is the perception of 'oneness' with or belongingness to an organization, where the individual defines him or herself in which he or she is a member (Ashforth & Mael, 1989; Mael & Ashforth, 1992). Halgin (2009) proposed that the perceived opportunities for career progression was a crucial predictor of organizational identification. It means that organizations are able to improve employees' identity through providing their employees more opportunities to gain career development and growth, otherwise employees would less identify with their organizations. As a result of increasing organizational identification, employees would have better chances of intending to stay (Abrams, Ando & Hinkle, 1998; Wan-Huggins, Riordan, & Griffeth, 1998; Riketta, 2005). Therefore, if the traditional career view prevails, turnover intention could be predicted by organizational identification. Career growth may convey an indirect influence on employee turnover intention through enhancing organizational identification. The first purpose of our research is to verify this indirect influence path.

However, multiple changes in organizational career context happen in both

national and global markets. The changes include not only corporate restructuring and downsizing, but also the new organizational principles (DeFillippi & Arthur, 1994). Nowadays employees and organizations need to face the fact that the values of career have changed, which influenced the attitude towards career. Traditional careers associated with upward mobility in a single organization have been impacted by the boundaryless careers that are relatively unpredictable and disorderly across organizational boundaries. Boundaryless career is defined as a career path that may involve some job opportunities that go beyond the boundaries of a single organization (Arthur, 1994). This perspective emphasizes that individual career is no longer characterized by a single form but can take a range of forms that defies traditional employment assumptions'. In a boundaryless world, the work environment provides employees with plenty of opportunities to accomplish more meaningful careers, which indicates that employees have more probability to change their career goal and plan, in turn, this leads to more turnover or job-hopping behavior. Although the idea that boundaryless career has recently permeated the career literature, Rodrigues & Guest (2010) argued that this kind of career is vague and it is not feasible in reality. There are ongoing debates over the various interpretations of career theory.

Therefore, if the boundaryless trend is prevailing, employees would tend to move out of their organizations for the purpose of improving their career life. So an expectable lowering commitment to career would occur together with a stronger emphasis on individual gains from career growth. If this trend is true, career growth would directly affects the employee turnover intention, through the influence of career commitment. In our study, we are going to introduce career commitment as well.

Career commitment has been widely investigated due to its significant effects on individual workplace attitudes and behaviors. Career commitment is defined as an employee's attitude towards his or her profession or vocation (Blau, 1985). People enter a company with their own career plan and would be attached to their present organizations if the organizations' practices are able to satisfy their career needs. The study has shown that career growth could be a predictor variable of career

commitment (Qingxiong, 2010). Individual career commitment would be enhanced if they perceived that their desire to further career growth and development can be fulfilled. As a result, employee turnover intention would be reduced with the increase of career commitment (Blau, 1989). Basing on these routes, career commitment is expected to serve as a mediator through which career growth influences turnover intention. However, scanty previous studies have reported this kind of mediation model. Therefore, the second purpose of this study is to examine the mechanisms by which individual career growth has impact on turnover intention probably through the mediating effect of career commitment.

The paper will unfold as follows. We will first introduce the concepts and relevant literature of career growth, turnover intention, career commitment and organizational identification to develop our hypotheses. Thereafter we will illustrate our methodology and present the results. And then we will discuss the practical implications of our research results.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1. Theoretical Background

2.1.1. Career Growth

An established definition of career states it is the sequential process of an individual's work experience as time goes on (Arthur, Hall, & Lawrence, 1989). The career process includes the cultivation of professional interest, the ability of acquiring professional competence, the choice of career, the obtainment of employment, and until leaving the job (Super, 1980).

The concept of career growth was initially put forward by Graen, Chun, Dharwadkar, Grewal, & Wakabayashi (1997). These authors stated that career growth is the speed with which employees move along with work that is more valuable to them. Before this, Jans (1989) gave a notion of career prospects as an individual's perceptions of the chances of development and advancement. Career growth could be divided into four aspects (Weng & Hu, 2009): career goal progress (to what extent do one's present job provide opportunities to realize the career objective and career development); professional ability development (to what extent do one's present job provide opportunities to learn new occupational skills, knowledge, and experience); promotion speed (an employee's perceptions towards the rate and likelihood of being promoted); and remuneration growth (an employee's perceptions of the speed, amount, likelihood of increases in reward). Weng and McElroy (2012) collapsed these four dimensions to three because promotion speed and remuneration growth were highly correlated. Hence, promotion speed and remuneration growth were combined into a single dimension of organizational rewards. It shows that career growth has a function for employees to make an effort to their occupational progress within the company.

Employees' career growth is affected by a series of factors, such as organizational aspects, the relationship between them and coworkers, or the factors of

employee itself (Ragins & Sundstrom, 1989). Tharenou (1999) found that the employees' personality characteristics would affect whether they could work in the management. He pointed out that those ambitious employees with strong development motivation and better self-management capability would be more likely to advance in their career. Empirical research from Van Veldhoven & Dorenbosch (2008) stated that employees with high proactivity generally had more desires to improve their employability through learning and equipping themselves with new technology and knowledge. The study of antecedents also showed that correct human resources practices such as performance appraisal system, promotion system, training system and remuneration system would positively stimulate employees' career growth (Chen, Wakabayash & Takeuchi, 2004).

2.1.2. Turnover Intention

Price (2001) conceptualized turnover as a employee's movement over the boundaries of the organization. Cotton and Tuttle (1986) defined turnover behavior as "the employees perceived possibility of leaving the existing organization". Turnover intention corresponds to the conscious and deliberate will to leave an organization for the purpose of findind alternative job opportunities in other organization (Meyer et al., 2002). Likewise, Hom & Griffeth (1991) stated that turnover intention was an individual voluntary motivation to withdrawal from the company and intent to look for an alternative job.

In the traditional antecedent studies of turnover intention, several researches showed that job satisfaction is a highly salient antecedent of turnover intention (Tett & Meyer, 1993; Hom & Griffeth, 1995; Lambert et al., 2001; Egan et al., 2004). They argued that job satisfaction could contribute to the prediction of turnover intention. Conversely Porter (1973) did point out earlier that career commitment had more integrity and persistence in terms of predicting the turnover intention, compared with job satisfaction. Low degree of employee job satisfaction reflects negative attitude

towards their jobs instead of their organizations. Indeed, the emotional reaction created by work-related outcomes had something to do with individual turnover intention. There are some studies focused on the organization-related and work-related factors antecedents of turnover intention, such as organizational characteristics and work environment (Beecroft, Dorey, & Wenten, 2008); manager gender (Grissom, Nicholson-Crotty, & Keiser, 2012); performance appraisal policy (Poon, 2004); organizational commitment (Agarwala, 2003; Fiorito, Bozeman, Young, & Meurs, 2007; Juhdi et al., 2013); and organizational justice (Shafiq, Khan, Bhatti, & Khan, 2014). In addition to that, some related studies also demonstrated some individual variables, for instance, workplace bullying (Qureshi, Rasli, & Zaman, 2014); employees' age (Kooij, Jansen, Dikkers, & De Lange, 2010); person-organization fit (O'Reilly et al., 1991); and task-related ability (Jackofsky & Peters, 1983). In spite of all the panoply of possible antecedents, this study is focused on career and therefore will further develop the concept of career commitment as follows.

2.1.3. Career Commitment

Career commitment is defined as an employee's attitude towards his or her profession or vocation (Blau, 1985). Career commitment is characterized by the development of personal career goals, the attachment to, identification with, and involvement in those goals (Colarelli & Bishop, 1990). Researchers' results of career commitment can differ depending on adopting a perspective of behavior versus attitude. For the perspective of attitude, career commitment is positively related to job-related constructs such as job involvement and satisfaction, suggesting that attitudes towards the job itself may be a central concern in committing to one's occupation (Lee, Carswell & Allen, 2000). Career commitment can also be captured as the extent to which a person identifies with and values his or her profession or vocation. Consequentially career commitment involves the amount of time and effort

employees spent to gain progress in his or her career life (Goulet & Singh, 2002). Alternatively, from the perspective of behavior, career commitment is proposed to be the extent to which a person seeks involvement in a career, and they consider career growth at the core of his or her career and life; it places emphasis on person's future long-run planning (de Jong, 1999).

Several research studies have identified antecedents related to career commitment. Irving et al. (1997) found that male employees had more career commitment than the female employees. Billingsley and Cross (1992) also found a positive correlation between the career commitment and age, which mean employees' career commitment tends to increase with age. Moreover, job challenging and job satisfaction have been proved to be able to influence employees' affective commitment (Allen & Meyer, 1990). Career commitment also correlated positively with coworker social support (Wolfgang, 1995). Other than that, career planning, remuneration, promotion and performance appraisal were suggested to impact career commitment (Ogilvie, 1986).

In most studies on the consequences of career commitment, researchers tend to focus on the individual level, such as organizational behavior, work performance and turnover, and so on. Some studies proposed that career commitment could be used as a predictor of employee turnover. Namely, Blau (1985) suggested that career commitment had a negative correlation with turnover intention. Also, career commitment was found to be positively related to job performance and had an indirect effect on organizational turnover intention through occupational turnover intention. (Lee, Carswell & Allen, 2000). Some researchers pointed out that career commitment could be a proxy to evaluate employees' job satisfaction and work performance (Poon, 2004; Mrayyan & Al-Faouri, 2008).

2.1.4. Organizational Identification

Organization identification is the perception of ‘oneness’ with or belongingness to an organization, where individuals defines themselves through their membership (Ashforth & Mael, 1989; Mael & Ashforth, 1992). The construct has firm roots in social identity theory, which is defined as the ‘cognition of membership of a group and the value and emotional significance attached to this membership’ (Tajfel, 1978). Organizational identification is the sense of being rationally affiliated to an organization (O’Reilly & Chatman, 1986). The identification with the organization is important for an individual to create a positive image of his or her own organization, because it lets employees feel proud of being members of their organization (Tajfel, 1982).

Several studies showed that organizational identification would play an important role on organizational behavior (Whetten & Godfrey, 1998; Rousseau, 1998; Pratt, 1998). Organizational identification is of great significance to group, individual and organizational level. A substantial amount of empirical research showed that perceived external prestige is an important predictor of identification with organizations (Mael & Ashforth, 1992; Smidts, Pruyn, & Van Riel, 2001; Carmeli, Gilat, & Weisberg, 2006; Bartels et al., 2007). Wan-Huggins, Riordan, & Griffeth (1998) argued that the antecedents of perceived role-related characteristics and construed external image were related to organizational identification, and additionally organizational identification was positively related to the employees’ intention to remain within the organization.

In the studies of consequences, Bartel (2001) proposed that intergroup comparisons also enhanced employees’ identification with their organizations. Members’ identification is also positively related to work motivation, task performance and contextual performance (Van Knippenberg, 2000). From these studies of consequent variables, we can infer that organizational identification is viewed as an ideal breeding grounds for attachment made by employees to their

organizations. However, Michel & Jehn (2003) explored the ‘dark side’ of organizational identification, suggesting that excessive identification would not facilitate but actually hamper group performance. For instance, an employee with over-identification might become totally consumed by workload and thereby decrease identity, resulting in less ability to see organizational faults or less willingness to point them out.

2.2. Hypotheses

2.2.1. Career Growth and Career Commitment

In an individual early career stage, career commitment is relatively low. However with increasing positive job involvement, clearer career goal, promotion and remuneration, improving job satisfaction and attaining a better person-job fit, the individual might build his or her career commitment (Goulet & Singh, 2002; Darden, Hampton, & Howell, 1989; Meyer, Allen, & Smith, 1993). It is suggested that employees’ career growth provided by their organizations should be able to meet employees’ career goal, develop their professional abilities, and gain rewards from organizations, in turn, the employee career commitment will be increased. The work from Thomas (2000) illustrated that the met career goal and new skills development were positively associated with occupational attachment. Another study has shown that career growth could be a predictor of career commitment (Qingxiong, 2010). In other words, the human resource management practices that are used to stimulate employees’ career growth might be able to meet employees’ career goal, develop their professional abilities, and gain rewards from organizations, in turn, the career commitment of employees should be enhanced. Therefore, it is hypothesized that,

Hypothesis 1: Career growth is positively associated with career commitment.

2.2.2. Career Commitment and Turnover Intention

Employees with higher commitment to their organizations have higher expectation on their employers, and the degree to which those expectations are met might affect their attitude towards career and determine their decision to stay or leave (Chang, 1999). If employees are committed to their present career area, they would be more willing to pursue development opportunities in this area, which would better achieve their career expectations. But if they have low commitment to their career area, it would be possible for them to leave the current organizations that belong to this career area. Indeed, in previous studies, career commitment was shown as an significant variable that could decrease turnover intention (Blau, 1985; Millard, 2003; Zhou, Long, & Wang, 2009 ; Kim, 2007). Therefore, it is hypothesized that, ***Hypothesis 2: Career commitment is negatively associated with turnover intention.***

2.2.3. Career Growth and Organizational Identification

Early in 1969, Brown proposed that individual career development can link individuals to their organizations through the sense of identity. The construct of development of one's career comprehends both opportunities to fulfil individual career potential and opportunities for career advancement through promotion. Halgin (2009) stated that a crucial antecedent of organizational identification is the perceived opportunities for career progression and fulfilment. Indeed, an organization that always deploys appropriate human resource practices to help employees grow and advance in their career, is able to make a favorable impression and image in employees. Kim, Chang and Ko (2010) stated that organizational image could give employees a positive or negative attributes on their organizations. Therefore, career advancement in the organization could improve the perception of identity of the organization, in turn, it could facilitate organizational identification through enhancement of self-esteem. However, we were not able to find a study that focus on this direct route. Thus, it is hypothesized that, ***Hypothesis 3: Career growth is positively associated with Organizational Identification***

2.2.4. Organization Identification and Turnover Intention

In the organizational world, social identity states that a strong organizational identification is associated with low turnover intentions. When an employee feel identified with his or her organization, then the organization would become part of his or her self-concept, and he or she would be psychologically attached with the organization. Indeed, identification with the organization was found to be negatively correlated with turnover intentions (Abrams, Ando & Hinkle, 1998; Wan-Huggins, Riordan, & Griffeth, 1998; Riketta, 2005). Several studies showed that individuals with higher identification with their organization show better job performance, more job satisfaction and work motivation and less intention to seek other job (Mael & Ashforth, 1995; Van Dick, 2001). In other words, the more employees identify themselves with their organizations, the more they define themselves in terms of being a particular membership within the organization, and of course, show less turnover intention. Therefore, it is hypothesized that, ***Hypothesis 4: Organizational Identification is negatively associated with turnover intention.***

2.2.5. Career Commitment as Mediator

Several studies suggested that individuals' career growth should result in their willingness to remain with their working organization, i.e. that they have lower turnover intention (Weng & Hu, 2009; Weng & McElroy, 2012; Nouri & Parker, 2013; Karavardar, 2014).

The theory of met expectation has been suggested to explain this important role. This theory states that employees' attitude and behavior are the outcome of the degree to which the organization meet their expectation (Porter & Steers, 1973). According to Chang (1999), individuals who seek career growth have higher expectations for career growth opportunities within the organizations. Individuals would be more likely to be attracted to a company if the company's practices meet their career needs and all goes as they plan, otherwise they will seek better opportunities elsewhere.

Psychological contracts can also be used to explain why employees' attitudes and behaviors are affected by organizational factors (Chang, 1999). The psychological contract is what employees believe they have should or have right to receive from their company (Robinson, 1996). The psychological contract also indicates reciprocal obligations between employees and organizations (Morrison & Robinson, 1997). People could develop a stronger positive emotion towards those organizations that enable them to satisfy their career needs, in turn, it would result in greater psychological attachment to those organizations. It is consistent with Karavardar (2014)'s study which indicates that employees are very concerned about their possibility of career growth in the organization they are currently working for.

A study from Qingxiong (2010) found that career commitment could play a mediation role between career growth and turnover intention. The employees' career commitment would increase with the opportunities to achieve career growth in their organizations. The employees who have high career commitment tend to pay much more attention to their own career. But if it is lack of development and promotion, they would produce higher turnover intention when their career growth is limited. Additionally, Weng and McElroy (2012) found that affective occupational commitment had mediating effects on the relationship between organizational career growth and turnover intention. Furthermore, career commitment also has been shown as a moderator of career growth and turnover intention (Weng & Xi, 2010). They pointed out that with the increase of career commitment of employees, the influences of career growth on turnover intention increases as well.

Above all, studies show there is a relationship between career growth, career commitment and turnover intention. Thus, based on Hypothesis 1 and Hypothesis 2, we made a hypothesis that career commitment mediates the effects of career growth on turnover intention, following Qingxiong (2010). ***Hypothesis 5: Career commitment mediates the relation between career growth and turnover intention.***

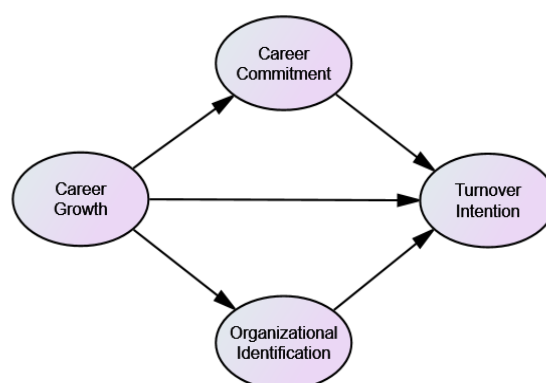
2.2.6. Organizational Identification as Mediator

Organizational identification was found to have a mediating role on the relationship between perceived organizational support and intention to leave. Perceived organizational support is defined as the extent to which individuals believe their organizations cares for their well-being, development, and contribution (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employees' perception of organizational support could reflect the extent to which their organizations contribute to their career growth and development. In other word, the more career growth employees perceived, the stronger their perception of organizational support, and the more organizational identification, in turn, the less intention to leave. Therefore, based on Hypothesis 3 and Hypothesis 4, we hypothesize that, ***Hypothesis 6: Organizational Identification mediates the relations between career growth and turnover intention.***

2.3. Proposed Research Model

Considering all hypotheses, we opted to show their integrated relation in graphical way to facilitate the comprehension of the full research model, as follows.

Figure 1. Proposed Research Model



3. METHODOLOGY

3.1. Data Analysis Strategy

In this paper, the data analysis strategy is dealt with in two steps. The first step is intended to test the quality of the measures. This can be achieved by testing the validity and reliability and only if they have good enough quality can we go further to the test of hypotheses.

To test the validity of measures, we conduct a factorial analysis starting by the confirmatory factor analysis (CFA) for the four previously known scales. The confirmatory factor analysis is appropriate to test the relationship between the observed variables, basing on their existing theoretical constructs. A priori we can anticipate the relationship pattern and then to test the hypothesis statistically (Suhr, 2006). If the CFA is valid then the goodness of fit indices must meet the following criteria(Hair et al., 2010) : $CMIN/DF < 3.0$; $p < 0.01$; $CFI > 0.90$; $RMSEA < 0.07$; $SRMR < 0.09$. As a measure of internal consistency, Cronbach's alpha reflects how closely related a set of items within the scale are as a group, which is considered to be a measure of scale reliability. The measures are good when the Cronbach's alpha achieves a criterion of 0.70-0.95 (Terwee et al., 2007).

To collect the data, we designed a self-completion questionnaire (Appendix A), comprising the social demography and four scales. We included an introductory paragraph at the beginning of the questionnaire contents to clarify its purposes. Additionally, the respondents were guaranteed that all answers were anonymous. Our research was conducted between October and November 2017 by means of internet online survey. Compared with traditional paper questionnaires or mailed surveys, online survey can better achieve a quick data collection and wide spread.

3.2. Sample

Surveys were distributed through online software operating in four adjacent cities in the Pearl River Delta area, namely Guangzhou, Foshan, Shenzhen, and Zhongshan. Of the 312 surveys returned, 282 were valid enough for use, with a response rate of 90%, which is a good level (Mangione, 1995). The cities and the number of valid questionnaires were as follows: Guangzhou, 82; Shenzhen, 61; Foshan, 54; Zhongshan, 85. The samples consisted of 110 males (39%) and 172 females (61%). Five age groups were divided and the majority of the sample fell in the group '20-29 years old' (Table 1).

Table 1. Age Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 20 years old	2	.7	.7	.7
20-29 years old	187	66.3	66.3	67.0
30-39 years old	36	12.8	12.8	79.8
40-49 years old	46	16.3	16.3	96.1
Over 50 years old	11	3.9	3.9	100.0
Total	282	100.0	100.0	

Table 2. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	110	39.0	39.0	39.0
Female	172	61.0	61.0	100.0
Total	282	100.0	100.0	

The sample participants mostly had high-level education background. The cumulative percentage of respondents with undergraduate degree and master degree or above was 70.9%, compared to the cumulative figure of those with relatively low

educational level (29.1%).

Table 3. Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior High School, or Technical Secondary School, or below	35	12.4	12.4	12.4
Junior College	47	16.7	16.7	29.1
Undergraduate degree	168	59.6	59.6	88.7
Master degree, or above	32	11.3	11.3	100.0
Total	282	100.0	100.0	

The majority of respondents had 1 to 5 years experience of working, accounting for a relatively large proportion of 42.2%. The percentage of persons with over 20-year working experience was second with 17.7%.

Table 4. Years of working

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	43	15.2	15.2	15.2
1-5 years	119	42.2	42.2	57.4
6-10 years	35	12.4	12.4	69.9
11-20 years	35	12.4	12.4	82.3
Over 20 years	50	17.7	17.7	100.0
Total	282	100.0	100.0	

As for the occupation type, the type of 'general staff' received an overwhelming percentage, 71.6%, while the proportion of the respondents who working in middle or senior management layer just make up slightly above a quarter of the total (28.4%).

Table 5. Occupation Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Staff	202	71.6	71.6	71.6
	Middle Management or Department Manager	58	20.6	20.6	92.2
	Senior Management	22	7.8	7.8	100.0
	Total	282	100.0	100.0	

Finally, in the aspect of monthly salary, the respondents who gain 3001-6000 RMB every month had the largest percentage of 38.7%.

Table 6. Monthly Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3000	39	13.8	13.8	13.8
	3001-6000	109	38.7	38.7	52.5
	6001-9000	63	22.3	22.3	74.8
	More than 9000	71	25.2	25.2	100.0
	Total	282	100.0	100.0	

3.3. Measurement

3.3.1. Career Growth

Career Growth was measured with a fifteen-item scale originally developed by Weng and Hu (2009). It consists of four-dimensional self-perception scale, which measures career growth through four variables of career goal progress (items number 1 to 4)、professional ability development (items number 5 to 8), promotion speed (items number 9 to 12) and remuneration growth (items number 13 to 15). The career growth scale was rated using a five-point Likert scale (with 1=strongly disagree to 5=Strongly agree). Moreover, this scale has been used and validated in several

relevant studies. For instance, Cronbach's alpha for career goal progress, professional ability development, promotion speed and remuneration growth in Weng et al.'s study (2010) were 0.86, 0.86, 0.80, 0.78, respectively. In Weng & Xi's study (2011), the Cronbach's alpha were 0.860, 0.848, 0.796, 0.783, respectively.

The original confirmatory factor analysis of career growth scale showed not very good fit indices (CMIN/DF=3.485; $p < 0.001$; CFI=0.939; RMSEA=0.094; SRMR=0.0538). When Weng & McElroy (2012) did a research to test Weng's (2010) four facet model of career growth, they found that the variable of promotion speed and remuneration growth were highly correlated. Likewise, in our study these two dimensions fused into a single dimension, namely organizational rewards, and therefore the three-factor model fits the data better. The result of Principal Component Analysis for career growth is consistent with Weng & McElroy (2012)'s work (Table 7). Therefore, we tried to adopt this method to improve our model.

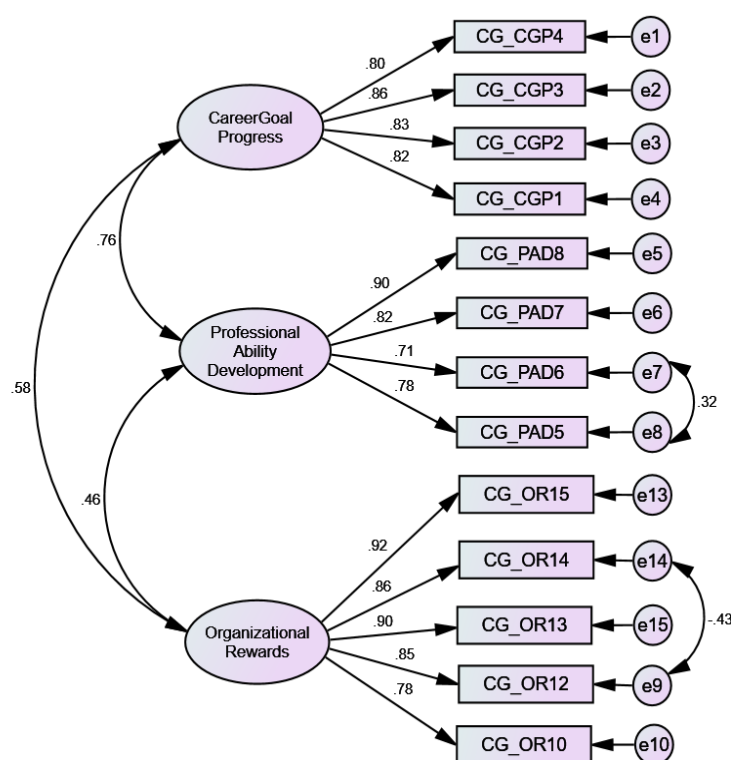
Table 7 . Component Matrix for Career Growth

	Component		
	1	2	3
CG_CGP1	.196	.264	.839
CG_CGP2	.227	.293	.811
CG_CGP3	.274	.420	.719
CG_CGP4	.456	.386	.605
CG_PAD5	.216	.783	.293
CG_PAD6	.181	.811	.178
CG_PAD7	.104	.818	.246
CG_PAD8	.222	.801	.302
CG_PS9	.756	.149	.366
CG_PS10	.786	.160	.331
CG_PS11	.586	.229	.418
CG_PS12	.822	.175	.187
CG_RG13	.893	.130	.144
CG_RG14	.818	.206	.105
CG_RG15	.905	.151	.114

Extraction Method: Principal Component Analysis.

Using the modification indices, we removed item number 9 and number 11 in the group of promotion speed, and we additionally drew two pairs of covariances. After these modifications, the fit indices improved (CMIN/DF=2.429; $p < 0.001$; CFI=0.970; RMSEA=0.071; SRMR=0.0555). Judging on Cronbach alpha, these three dimensions showed good reliability (Career Goal Progress, 4 items, $\alpha = 0.897$; Professional ability development, 4 items, $\alpha = 0.881$; Organizational Rewards, 5 items, $\alpha = 0.930$; the whole scale, $\alpha = 0.934$).

Figure 2. CFA for Career Growth



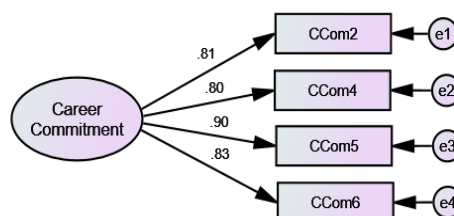
3.3.2. Career commitment

Career Commitment was measured with a eight-item scale from Blau (1985). These items rated on a five-point Likert scale (1=strongly disagree, 5=strongly agree).

Three items that described a negative attitude were reversal items and were calculated after being reversed (e. g. “If I could do it all over again, I would not choose to work in this vocation” or “I am disappointed that I ever entered this vocation profession”). The rest of the five items described positive attitude toward individual career (e. g. “I like this vocation too well to give it up” or “This is the ideal vocation for a life work”). The reliability coefficient of the career commitment was found to be 0.87 (Blau, 1985), and 0.72 (Orkibi, 2010).

The confirmatory factor analysis showed the original eight-item model was not acceptable (CMIN/DF=4.214, $p<0.001$, CFI=0.936, RMSEA=0.107, SRMR=0.0633). Therefore, by observing the modification indices, we removed some items and revised the model to valid indices (CMIN/DF=1.410, $p<0.001$, CFI=0.999, RMSEA=0.038, SRMR=0.01). The value of Cronbach’s alpha was 0.852, which showed good reliability.

Figure 3. CFA for Career Commitment



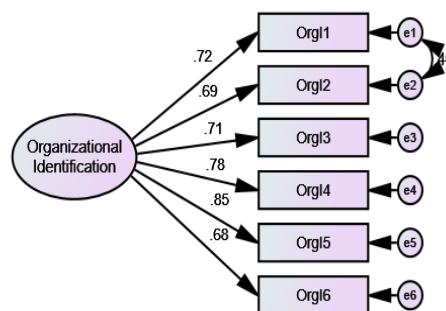
3.3.3. Organizational Identification

Organizational identification was measured by Mael’s (1988) six-item scale. Sample items included, for example, “When somebody criticizes my company, it feels like a personal insult”, “I am very interested in what others think about my company” and “I am very interested in what others think about my company”. Responses for all measures of organizational identification ranged from 1=strongly disagree to 5

=strongly agree. Mael (1988) reported a coefficient alpha of 0.81 in the sample of business and psychology students who were employed. Ashforth (1990) measured a value of 0.83 in a sample from managers.

The confirmatory factor analysis showed that the original six-item scale model had poor fit indices (CMIN/DF=7.576, $p<0.001$, CFI=0.931, RMSEA=0.153, SRMR=0.0446). To revise the model, we used the modification indices. We drew covariances between item number 1 and number 2 and then calculated the estimates again. The model ultimately had acceptable fit indices (CMIN/DF=2.509, $p<0.001$, CFI=0.986, RMSEA=0.073, SRMR=0.0278). As for the reliability test, the Cronbach's alpha was 0.886, which was considered as good reliability.

Figure 4. CFA for Organizational Identification



3.3.4. Turnover Intention

Turnover intention was measured with Price's (2001) four-item index with a Cronbach's alpha value of 0.867. Two items that described a negative attitude were reversal items and were calculated after being reversed (e. g. "I plan to leave my present employer as soon as possible" and "I would like to leave my present"). The other positive items were following: "I plan to stay with my present employer as long as possible", and "Under no circumstances will I voluntarily leave my present

employer”.

The confirmatory factor analysis showed that the original four-item scale model had unacceptable fit indices (CMIN/DF=12.636, $p < 0.001$, CFI=0.943, RMSEA=0.203, SRMR=0.078). Using modification indices to draw covariances between items number 3 and number 4 only created overfitted models. Despite no acceptable solution was found by CFA, therefore, we proceeded with Principal Component Analysis (Table 8). The analysis results suggested item 4 “Under no circumstances will I voluntarily leave my present employer” had relatively low correlation coefficient compared to other three, which indicated that item 4 had less contribution to illustrate turnover intention than others. So we removed the item 4. The three-item factor analysis showed valid indices (KMO=0.691, Bartlett’s $X^2=329.802$, $df=3$, $p < 0.001$). The value of Cronbach’s alpha was 0.827, which showed good reliability.

Table 8 . Component Matrix for Turnover Intention

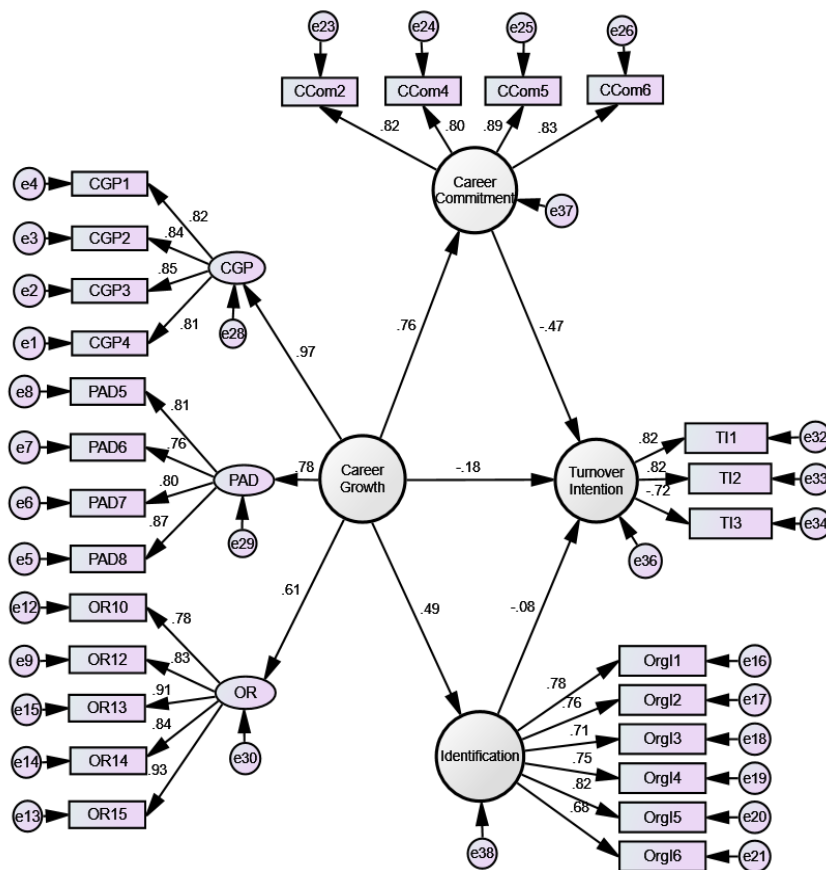
	Component
	1
1, I would like to leave my present employer.	.868
2, I plan to leave my present employer as soon as possible.	.901
3, I plan to stay with my present employer as long as possible.	.814
4, Under no circumstance will I voluntarily leave my present employer.	.654

Extraction Method: Principal Component Analysis.

4. RESULTS

Structural equation modelling (SEM) is a multivariate method used to test hypotheses regarding the influences among interacting variables. SEM allows us to test all the hypotheses simultaneously, which makes the models more clear to observe the relationship among the variances. We drew a SEM for the full research (see Figure 5), the fit indices showed valid figures (CMIN/DF=2.256, $p < 0.001$, CFI=0.930, RMSEA=0.067, SRMR=0.0639)

Figure 5. SEM Mode



The table of regression weights processing by Amos shows the standardized and

unstandardized regression coefficients, standard error (abbreviated S. E.), and the estimate divided by the standard error (abbreviated C.R. for Critical Ratio). P is the probability value associated with the hypotheses.

Table 9 . Regression Weights

			Estimate	S. E.	C. R.	P	Standardized Estimate
Career Commitment	←	Career Growth	. 824	. 077	10.654	***	. 758
Organiz. Identification	←	Career Growth	. 514	. 073	7.068	***	. 493
Turnover Intention	←	Career Growth	-. 222	. 135	-1.648	. 099	-. 177
Turnover Intention	←	Career Commitment	-. 548	. 116	-4.724	***	-. 475
Turnover Intention	←	Organiz. Identification	-. 099	. 081	-1.222	. 222	-. 082

The findings show firstly a significant beta between career growth and career commitment (. 758, $p < 0.001$). Thus, H1 is supported.

There is a significant beta between career commitment and turnover intention (-. 475, $p < 0.001$). Thus, H2 is supported.

With the involvement of career commitment, the significant relation between career growth and turnover intention is not significant, . According to Baron & Kenny (1986), career commitment have a full mediating effect on the relationship between career growth and turnover intention. Thus, H3 is supported.

Career growth shows a significant positive association with organizational identification (. 493, $p < 0.001$). Thus, H4 is supported.

However, the value of beta is not significant between organizational identification and turnover intention, indicating little relationship to organizational identification and turnover intention. Thus, H5 can not be supported. According to Baron & Kenny (1986), it is fail to test the mediating role of organizational identification. Thus, H6 is not supported.

Table 10 . Summary of hypothesis results

Hypotheses	Supported (√) Not Supported (×)
H1: Career growth positively affect career commitment.	√
H2: Career commitment negatively affect turnover intention	√
H3: Career commitment mediates the effects of career growth on turnover intention.	√
H4: Career growth positively affect Organizational Identification	√
H5: Organizational Identification negatively affect turnover intention.	×
H6: Organizational Identification mediates the effects of career growth on turnover intention.	×

5. DISCUSSION AND CONCLUSION

The purpose of this study is to test two type of indirect effects of organizational career growth on turnover intention. For this purpose, first of all, the significant relation found between career growth and career commitment to test the direct effect between them, which supported Hypothesis 1. This direct effect is consistent with the findings of Qingxiong (2010), which proposed that career growth was a predictor of career commitment. Then the significant path between career commitment and turnover intention supported Hypothesis 2. Also in previous studies, career commitment has been tested as an significant variable that could decrease turnover intention (Blau, 1985; Millard, 2003; Zhou, Long, & Wang, 2009 ; Kim, 2007). In spite of these sequential path, there is not sufficient empirical evidence about the indirect effect of career growth on turnover intention basing on career commitment as a mediator. Therefore, we tested this indirect effect and found a significant mediator role of career commitment. This finding only goes in line with the study from Qingxiong (2010), which found that career commitment could play a mediation role on effect of career growth on turnover intention.

The second type of indirect effect involves organizational identification. First of all, founding that career growth could contribute to enhance individuals sense of identity with their organizations, which supported Hypothesis 3. Although perceived opportunities for career progression have been proposed as a crucial predictor of organizational identification (Halign, 2009), we found no previous research that have tested the relationship between career growth and organizational identification. Additionally, the lack of a significant path between organizational identification and turnover intention went against Hypothesis 4, although previous studies showed a significant negative result (Abrams, Ando & Hinkle, 1998; Wan-Huggins, Riordan, & Griffeth, 1998; Riketta, 2005). In our case organizational identification was failing to mediate the effect of career growth and employee turnover intention. Therefore, and

assuming no methodological flaw could explain this, we anticipate that there might be conditions where the indirect effect of career growth on turnover intention may not occur.

Overall, we found support for our assumptions that career growth builds career commitment, which in turn explains turnover intention. It is worth to mention that career commitment also has been shown as a moderator of career growth and turnover intention (Weng & Xi, 2010). That study pointed out that with the increase of career commitment of employees, the influences of career growth on turnover intention increase. Thus, career commitment can explain two types of mechanism by which career growth affects turnover intention, one as a mediator, another as a moderator, which is not entirely theoretically defensible and requires further clarification in future studies.

The results of of CFA failed to support the four-dimension model of career growth. Only through the combination of promotion speed and remuneration growth can the CFA run well. That is probably because it is region-specific (or culturally dependent). In China, promotion speed is closely connected with salary growth, which can be seen as the same thing. Future studies can put more focus on one specific industry or one type of occupation to help define the dimensionality of career growth.

In spite of the sample size, we cannot guarantee the randomness and how representative is this sample. The research method we adopted to collect data is internet online research. Although it is convenient and quick for collecting data, we still cannot avoid bias. In our sample, the sociodemographic bias occurs in terms of age, educational level, years of working and occupation type.

Future research could be more careful about the research method adoption to avoid the sociodemographic bias, although that will require extra resources to conduct the research. Alternatively, it also could just focus on one or several certain population groups.

Our study has two practical implications for managers. First of all, by supporting

the idea that career commitment may play a mediator role, our results suggest that when determining how to retain employees, managers should pay more attention to employees' career growth in terms of employees' career goal progression, professional ability development, promotion speed and remuneration growth. In other words, organizations should value employees' career plan, development and contribution. Karavardar (2014) proposed that to retain employees, organizations should focus on career growth and career concerns policies that could create psychological contract with its employees. For example, the use of training plans aimed at forming clear career plan and improving employees' professional skills should be processed. Additionally, when managers formulate or improve organizational performance appraisal policy linking with promotion and remuneration, an opinion survey can be used as a reference. In this way, employees' career commitment can be enhanced along with the required career development. Once career commitment are enhanced, employees are more willing to stay in the current organizations.

Second, career commitment can also be used in the appraisal process as an evaluation criterion. Although employees have high career commitment, it does not mean that they will stay in the same organization for long. However, knowing the extent to which their employees are committed to their career is very important for managers to make decisions on human resource management practices.

Third, our study also suggests that to meet employees' needs to grow in their career it is instrumental to enhance the employees' sense of identification with their organizations. Several studies showed that organizational identification lead to better job performance, more job satisfaction and work motivation (Mael & Ashforth, 1995; Van Dick, 2001). Overall this study may offer some contribute about the processes that link career growth and turnover intention, that we believe is both theoretically relevant and with pratical implications for Human Resource Management. We can also conclude that organizations will obtain a good result by attaching great importance to help employees advance in their career.

6. REFERENCES

- Abrams, D., Ando, K., & Hinkle, S. (1998). Psychological attachment to the group: cross-cultural differences in organizational identification and subjective norms as predictors of workers' turnover intentions. *Personality and Social Psychology Bulletin*, 24, 1027–1039.
- Abubakar, R. A., Chauhan, A., & Kura, K. M. (2015). Relationship Between Human Resource Management Practices And Employee's Turnover Intention Among Registered Nurses In Nigerian Public Hospitals: The Mediating Role Of Organisational Trust. *Sains Humanika*, 5 (2).
- Agarwala, T. (2003). Innovative human resource practices and organizational commitment: An empirical investigation. *The International Journal of Human Resource Management*, 14, 175–197.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational and Organizational Psychology*, 63 (1), 1-18.
- Arthur, M. B. (1994). The boundaryless career: A new perspective for organizational inquiry. *Journal of Organizational Behavior*, 15 (4), 295-306.
- Arthur, M. B., Hall, D. T., & Lawrence, B. S. (Eds.). (1989). *Handbook of career theory*. Cambridge University Press.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14 (1), 20-39.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173.
- Bartel, C. A. (2001). Social comparisons in boundary-spanning work: Effects of community outreach on members' organizational identity and identification. *Administrative Science Quarterly*, 46 (3), 379-413.

- Bartels, J., Pruyn, A., De Jong, M., & Joustra, I. (2007). Multiple organizational identification levels and the impact of perceived external prestige and communication climate. *Journal of Organizational Behavior*, 28 (2), 173-190.
- Beecroft, P. C., Dorey, F., & Wenten, M. (2008). Turnover intention in new graduate nurses: a multivariate analysis. *Journal of advanced nursing*, 62(1), 41-52.
- Billingsley, B. S., & Cross, L. H. (1992). Predictors of commitment, job satisfaction, and intent to stay in teaching: A comparison of general and special educators. *The Journal Of Special Education*, 25 (4), 453-471.
- Blau, G. J. (1985). The measurement and prediction of career commitment. *Journal of Occupational and Organizational Psychology*, 58 (4), 277-288.
- Blau, G. (1989). Testing the generalizability of a career commitment measure and its impact on employee turnover. *Journal of Vocational Behavior*, 35 (1), 88-103.
- Brown, M. E. (1969). Identification and some conditions of organizational involvement. *Administrative Science Quarterly*, 346-355.
- Carmeli, A., Gilat, G., & Weisberg, J. (2006). Perceived external prestige, organizational identification and affective commitment: A stakeholder approach. *Corporate Reputation Review*, 9 (2), 92-104.
- Chang, E. (1999). Career Commitment as a Complex Moderator of Organizational Commitment and Thrnover Intention. *Human Relations*, 52 (10), 1257-1278.
- Chen, Z., Wakabayashi, M., & Takeuchi, N. (2004). A comparative study of organizational context factors for managerial career progress: focusing on Chinese state-owned, Sino-foreign joint venture and Japanese corporations. *The International Journal of Human Resource Management*, 15 (4-5), 750-774.
- Colarelli, S. M., & Bishop, R. C. (1990). Career commitment: Functions, correlates, and management. *Group & Organization Studies*, 15 (2), 158-176.
- Cotton, J. L., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *The Academy of Management Review*, 11 (1),

55–70.

- Darden, W. R., Hampton, R., & Howell, R. D. (1989). Career versus organizational commitment: Antecedents and consequences of retail salespeoples' commitment. *Journal of Retailing*, 65 (1), 80–106.
- DeFillippi, R. J., & Arthur, M. B. (1994). The boundaryless career: A competency based perspective. *Journal of Organizational Behavior*, 15 (4), 307-324.
- De Jong, E. (1999). The impact of motivation on the career commitment of Dutch literary translators. *Poetics* 26 (5-6): 423-437.
- Denvir, A., & McMahon, F. (1992). Labour turnover in London hotels and the cost effectiveness of preventative measures. *International Journal of Hospitality Management*, 11 (2), 143-154.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 239-263.
- Egan, T. M., Yang, B., & Bartlett, K. R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15 (3), 279-301.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71 (3), 500.
- Felps, W., Mitchell, T. R., Hekman, D. R., Lee, T. W., Holtom, B. C., & Harman, W. S. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *Academy of Management Journal*, 52 (3), 545-561.
- Fiorito, J., Bozeman, D. P., Young, A., & Meurs, J. A. (2007). Organizational commitment, human resource practices, and organizational characteristics. *Journal of Managerial Issues*, 19, 186–207.
- Goulet, L. R., & Singh, P. (2002). Career commitment: A reexamination and an extension. *Journal of Vocational Behavior*, 61 (1), 73-91.

- Graen, G. B., Chun, H., Dharwadkar, R., Grewal, R., & Wakabayashi, M. (1997). Predicting speed of managerial advancement over 23 years using a parametric duration analysis: A test of early leader-member exchange, early job performance, early career success, and university prestige. *Best papers proceedings: Making global partnerships work association of Japanese business studies*, 75-89.
- Grissom, J. A., Nicholson-Crotty, J., & Keiser, L. (2012). Does my boss's gender matter? Explaining job satisfaction and employee turnover in the public sector. *Journal of Public Administration Research and Theory*, 22 (4), 649-673.
- Gustafson, C. (2002). staff turnover: Retention. *International Journal of Contemporary Hospital Management*, 14 (3): 106-110.
- Halign, D. (2009, August). The effects of social identity on career progression: A study of NCAA basketball coaches. *In Academy of Management Proceedings* 1 (1), 1-6.
- Haslam, S. A., van Knippenberg, D., Platow, M. J., & Ellemers, N. (Eds.). (2014). *Social identity at work: Developing theory for organizational practice*. Psychology Press.
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *Academy of Management Annals*, 2 (1), 231–274.
- Hom, P. W., & Griffeth, R. W. (1991). Labor-turnover-mathematical-models: Structural-equation-models: Factor-analysis. *Journal Applied Psychology*, 76, 350-660.
- Hom, P. W., & Griffeth, R. W. (1995). *Employee turnover*. South-Western Pub.
- Irving, P. G., Coleman, D. F., & Cooper, C. L. (1997). Further assessments of a three-component model of occupational commitment: Generalizability and differences across occupations. *Journal of Applied Psychology*, 82, 444-452.
- Jackofsky, E. F., & Peters, L. H. (1983). The hypothesized effects of ability in the

- turnover process. *Academy of Management Review*, 8(1), 46-49.
- Jans, N. A. (1989). Organizational commitment, career factors and career/life stage. *Journal of Organizational Behavior*, 10 (3), 247-266.
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR Practices and Turnover intention: The mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24 (15), 3002-3019.
- Karavardar, G. (2014). Organizational career growth and turnover intention: an application in audit firms in Turkey. *International Business Research*, 7 (9), 67.
- Kim, M. R. (2007). Influential factors on turnover intention of nurses; the affect of nurse's organizational commitment and career commitment to turnover intention. *Journal of Korean Academy of Nursing Administration*, 13 (3), 335-344.
- Kim, T., Chang, K., & Jae Ko, Y. (2010). Determinants of organisational identification and supportive intentions. *Journal of Marketing Management*, 26 (5-6), 413-427.
- Kooij, D. T. A. M., Jansen, P. G. W., Dikkers, J. S. E., & De Lange, A. H. (2010). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. *Journal of Organizational Behaviour*, 31, 1111–1136.
- Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38 (2), 233-250.
- Lee, K., Carswell, J. J., & Allen, N. J. (2000). A meta-analytic review of occupational commitment: relations with person-and work-related variables. *Journal of Applied Psychology*, 85, 799–811.
- Mael, F. (1988). *Organizational identification: Construct redefinition and a field*

application with organizational alumni. Unpublished doctoral dissertation, Wayne State University, Detroit, Michigan.

- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, 13(2), 103-123.
- Mael, F. A., & Ashforth, B. E. (1995). Loyal from day one: Biodata, organizational identification, and turnover among newcomers. *Personnel psychology*, 48 (2), 309-333.
- Mangione, T. W. (1995). *Mail surveys: Improving the quality* (Vol. 40). Sage.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538–551.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61 (1), 20-52.
- Michel, A. A., & Jehn, K. E. (2003). The dark side of identification: Overcoming identification-induced performance impediments. *In Identity Issues in Groups* (pp. 189-219). Emerald Group Publishing Limited.
- Millard, D. M. (2003). Why do we stay? Survey of long-term academic librarians in Canada. *Libraries and the Academy*, 3 (1), 99–111.
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22 (1), 226-256.
- Mrayyan, M. T., & Al-Faouri, I. (2008). Predictors of career commitment and job performance of Jordanian nurses. *Journal of Nursing Management*, 16 (3), 246-256.

- Nouri, H., & Parker, R. J. (2013). Career growth opportunities and employee turnover intentions in public accounting firms. *The British Accounting Review*, 45 (2), 138-148.
- Ogilvie, J. R. (1986). The role of human resource management practices in predicting organizational commitment. *Group & Organization Studies*, 11 (4), 335-359.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71 (3), 492.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34 (3), 487-516.
- Orkibi, H. (2010). Creative arts therapies students' professional identity and career commitment: A brief pilot study report. *The Arts in Psychotherapy*, 37 (3), 228-232.
- Pratt, M. G. (1998). Central questions in organizational identification. *Identity in organizations*, 171-207.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of manpower*, 22 (7), 600-624.
- Poon, J. M. L. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel Review*, 33, 322-334.
- Porter, L. W., & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological bulletin*, 80 (2), 151.
- Qingxiong, W. (2010). The Impact Mechanism of Career Growth on Turnover Intention: The Mediated Role of Career Commitment and Perceived Opportunities. *Nankai Business Review*, 2.
- Qureshi, M. I., Rasli, A. M., & Zaman, K. (2014). A New Trilogy to Understand the Relationship among Organizational Climate, Workplace Bullying and

- Employee Health. *Arab Economic and Business Journal*, 9 (2), 133–146.
- Ragins, B. R., & Sundstrom, E. (1989). Gender and power in organizations: A longitudinal perspective. *Psychological Bulletin*, 105 (1), 51.
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66 (2), 358-384.
- Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 574-599.
- Rodrigues, R. A., & Guest, D. (2010). Have careers become boundaryless?. *Human Relations*, 63 (8), 1157-1175.
- Rousseau, D. M. (1998). Why workers still identify with organizations. *Journal of Organizational Behavior*, 217-233.
- Shahzad, K. (2011). Organizational environment, job satisfaction and career growth opportunities: a link to employee turnover intentions in public sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business (IJCRB)*, 2 (9), 45-56.
- Shafiq, M., Khan, N. U., Bhatti, M., & Khan, F. (2014). Organizational Justice Mitigates Adverse Effects Of Perceived Organizational Politics On Employee's Turnover Intentions. *Journal of Management Information*, 3 (1), 122–142.
- Smidts, A., Pruyn, A. T. H., & Van Riel, C. B. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, 44 (5), 1051-1062.
- Suhr, D. D. (2006). *Exploratory or confirmatory factor analysis?* (pp. 1-17). Cary: SAS Institute.
- Super, D. E. (1980). A life-span, life-space approach to career development. *Journal of Vocational Behavior*, 16 (3), 282-298.
- Sutherland, J. (2002). Job-to-job turnover and job-to-non-employment movement: A

- case study investigation. *Personnel Review*, 31 (6), 710-721.
- Tajfel, H. (1978). The achievement of group differentiation (pp. 77-98). *Differentiation between Social Groups: Studies in the Social Psychology of Intergroup Relations*, 202-234.
- Tajfel, H. (1982). Social psychology of intergroup relations. *Annual Review of Psychology*, 33 (1), 1-39.
- Terwee, C. B., Bot, S. D., de Boer, M. R., van der Windt, D. A., Knol, D. L., Dekker, J. & de Vet, H. C. (2007). Quality criteria were proposed for measurement properties of health status questionnaires. *Journal of Clinical Epidemiology*, 60 (1), 34-42.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46 (2), 259-293.
- Tharenou, P. (1999). Is there a link between family structures and women's and men's managerial career advancement?. *Journal of organizational behavior*, 837-863.
- Thomas, K. W. (2000). *Intrinsic motivation at work: Building energy & commitment*. Berrett-Koehler Publishers.
- Van Dick, R. (2001). Identification in organizational contexts: Linking theory and research from social and organizational psychology. *International Journal of Management Reviews*, 3 (4), 265-283.
- Van Knippenberg, D. (2000). 'Work motivation and performance: a social identity perspective', *Applied Psychology: An International Review*, 49, 357-371.
- Van Veldhoven, M., & Dorenbosch, L. (2008). Age, proactivity and career development. *Career Development International*, 13 (2), 112-131.
- Wan-Huggins, V. N., Riordan, C. M., & Griffeth, R. W. (1998). The development and longitudinal test of a model of organizational identification. *Journal of Applied*

Social Psychology, 28 (8), 724-749.

- Weng, Q. X., & Hu, B. (2009). The structure of career growth and its impact on employees' turnover intention. *Industrial Engineering and Management*, 14 (1), 14-21.
- Weng, Q., & Xi, Y. (2010). Career growth and turnover intention: Moderating effect of vocational commitment and perceived opportunity. *Nankai Business Review*, 13, 119-131.
- Weng, Q., McElroy, J. C., Morrow, P. C., & Liu, R. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior*, 77 (3), 391-400.
- Weng, Q. X., & Xi, Y. M. (2011). Career growth study: Scale development and validity test. *Management Review*, 23, 132–143.
- Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80 (2), 256-265.
- Whetten, D. A., & Godfrey, P. C. (Eds.). (1998). *Identity in organizations: Building theory through conversations*. Sage.
- Wolfgang, A. P. (1995). Job stress, coworker social support, and career commitment: A comparison of female and male pharmacists. *Journal of Social Behavior and Personality*, 10 (4), 149.
- Yang, J. T., Wan, C. S., & Fu, Y. J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of Hospitality Management*, 31 (3), 837-848.
- Zhou, H., Long, L. R., & Wang, Y. Q. (2009). What is the most important predictor of employees' turnover intention in Chinese call centre: Job satisfaction, organizational commitment or career commitment? *International Journal of Services, Technology and Management*, 12 (2), 129–145.

7. APPENDIX

Appendix A. Questionnaire

Appendix B. Fit Indices for Research Model

Appendix A. Questionnaire

Social Demographic Factors

1. Gender

- a) Males
- b) Females

2. Age

- a) Under 20 years old
- b) 20-29 years old
- c) 30-39 years old
- d) 40-49 years old
- e) Over 50 years old

3. Educational Level

- a) Senior High School, or Technical Secondary School, or below
- b) Junior College
- c) Undergraduate degree
- d) Master degree, or above

4. Years of Working

- a) Less than 1 year
- b) 1-5 years
- c) 6-10 years
- d) 11-20 years
- e) Over 20 years

5. Occupation Type

- a) General Staff
- b) Middle Management or Department Manager
- c) Senior Management

6. Monthly Salary

- a) Less than 3000
- b) 3001-6000
- c) 6001-9000
- d) More than 9000

Career Growth

Career goal progress

- 1, My present job moves me closer to my career goals.
- 2, My present job is relevant to my career goals and vocational growth.
- 3, My present job sets the foundation for the realization of my career goals.
- 4, My present job provides me with good opportunities to realize my career goals.

Professional ability development

- 5, My present job encourages me to continuously gain new and job-related skills.
- 6, My present job encourages me to continuously gain new job-related knowledge.
- 7, My present job encourages me to accumulate richer work experiences.
- 8, My present job enables me to continuously improve my professional capabilities.

Promotion speed

- 9, My promotion speed in the present organization is fast.
- 10, The probability of being promoted in my present organization is high.
- 11, Compared with previous organizations, my position in my present one is idea.
- 12, Compared with my colleagues, I am being promoted faster.

Salary growth

- 13, My salary is growing quickly in my present organization.
- 14, In this organization, the possibility of my current salary being increased is very large.
- 15, Compared with my colleagues, my salary has grown more quickly.

Career Commitment

- 1, If I could get another job different from my present job and paying the same amount, I would probably take it.
- 2, I definitely want a career for myself in current job.
- 3, If I could do it all over again, I would not choose to work in this vocation.
- 4, If I had all the money I needed without working, I would probably still continue to work in this vocation.
- 5, I like this vocation too well to give it up.
- 6, This is the ideal vocation for a life work.
- 7, I am disappointed that I ever entered this vocation profession.
- 8, I spend a significant amount of personal time reading job-related journals or books.

Organizational Identification

- 1, When someone criticizes my company, it feels like a personal insult.
- 2, I am very interested in what others think about my company.
- 3, When I talk about my company, I usually say 'we' rather than 'they'
- 4, My company's successes are my successes.
- 5, When someone praises my company, it feels like a personal compliment.
- 6, If a story in the media criticized my company, I would feel embarrassed.

Intent to stay

- 1, I would like to leave my present employer.
- 2, I plan to leave my present employer as soon as possible.
- 3, I plan to stay with my present employer as long as possible.
- 4, Under no circumstance will I voluntarily leave my present employer.

Appendix B. Fit Indices for Research Model

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	60	656.510	291	.000	2.256
Saturated model	351	.000	0		
Independence model	26	5550.866	325	.000	17.080

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.079	.853	.822	.707
Saturated model	.000	1.000		
Independence model	.478	.195	.130	.180

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.882	.868	.931	.922	.930
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.895	.789	.833
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	365.510	294.972	443.772
Saturated model	.000	.000	.000
Independence model	5225.866	4987.599	5470.540

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.336	1.301	1.050	1.579
Saturated model	.000	.000	.000	.000
Independence model	19.754	18.597	17.749	19.468

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.067	.060	.074	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Independence model	.239	.234	.245	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	776.510	789.266	995.024	1055.024
Saturated model	702.000	776.622	1980.309	2331.309
Independence model	5602.866	5608.394	5697.556	5723.556

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.763	2.512	3.042	2.809
Saturated model	2.498	2.498	2.498	2.764
Independence model	19.939	19.091	20.810	19.959

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	143	150
Independence model	19	20