



What Drives Employee's Involvement and Turnover Intentions: Empirical Investigation of Factors Influencing Employee Involvement and Turnover Intentions?

Marwan Ahmad Alshammari^{1,2*}, Bader Ayed AL Qaied³, Hamzah Al-Mawali⁴, Mohammad Matalqa⁵

¹The University of Texas, Arlington, USA, ²Department of Management, College of Business, The Hashemite University, Jordan,

³Ajloun National University, Jordan, ⁴American University of Ras Al Khaimah, UAE, ⁵Jadara University, Jordan.

*Email: marwan.al-shammari@mavs.uta.edu

ABSTRACT

Research findings on job involvement and turnover intentions have been somewhat mixed. Scholars have often studied job involvement as an antecedent of some employee and organization outcomes, including job satisfaction and turnover. The present study examines the antecedents of job involvement and factors influencing it. Namely, organizational attractiveness, pay satisfaction, and organizational support. I also examine the effects of job satisfaction, job involvement, person-organization fit, and organizational support on turnover intentions and whether mediation mechanisms exist underlying the relationships between these constructs and turnover intentions. The analysis yielded mixed results for both constructs, involvement and turnover; suggesting further studies might be necessary, and that incorporating more intervening variables might help improve our understanding of the interrelationships between these constructs. Results are discussed and future research directions are suggested.

Keywords: Job Satisfaction, Pay Satisfaction, Turnover Intention, Structural Equation Modeling

JEL Classification: J28

1. INTRODUCTION

Organizations are often highly interested in valuable and talented employees, they are so because of the value that those employees bring into the organization (Podsakoff et al., 2007a; Singh and Loncar, 2010). The process through which organizations try to keep those employees is called retention. Researchers in different disciplines including psychology, OB, and HR have extensively studied the variables that are often associated with retention. However, it has been argued that job satisfaction, job involvement, organizational attractiveness, organizational support, and person organization fit, as well as several other variables are of great influence on the extent to which organizations can actually retain their talented employees.

Intentions to stay or to quit are highly correlated with the aforementioned constructs as well documented in the literature (Podsakoff et al., 2007a). Several scholars have asserted that there are many variables that influence employees' decisions to quit their

jobs (Benson et al., 2004; Spector et al., 2007) where scholars have attributed satisfaction and dissatisfaction to both internal and external variables. Internal variables include issues such as pay satisfaction, perceived organizational support, supervisor support, organizational attractiveness; whereas external variables include for instance family-work balance, job market and macro-level factors that would influence the ease of movement between jobs and the demand for the skills associated with one's specialization.

Many scholars have called for more focus on the personal characteristics in relation to job satisfaction (Podsakoff et al., 2007a; Saari and Judge, 2004). There appears to be inconclusiveness of the findings regarding the extent to which internal variables at the organizational level outweigh external variables outside the control of organization. Organizations have long been concerned with the overall satisfaction of their employees. The job satisfaction also has been of great importance to scholars in several fields including psychology, organizational behavior, HR, and strategic HR. It has been argued that satisfaction leads to lower turnover intentions.

Organizations seek to hire talented employees as to benefit from their skills and talents, so they can contribute to the overall performance by adding a rare, inimitable value which contributes to the competitive advantage of the firm. However, firms are also interested in retaining such talented employees to gain competitive advantage through the combination of their rare skills and inimitable talents (Barney, 1991). In order to do so, they need to better understand their employees and how they think, act, interact, and react inside the organizations. However, job involvement has been recently emphasized as an important construct in developing loyalty and attachment, which leads to lower turnover intentions.

There are several factors that have been argued to affect the job involvement. For instance, pay satisfaction is one of the most important factors that scholars have focused on in studying the job involvement and also job satisfaction (Jayasingam and Yong, 2013). People need to feel that their work is being rewarded and that they are satisfied with the designated reward. It's been argued that money is one crucial factor in feeling rewarded and appreciated. Thus, the pay satisfaction is said to have crucial effect on the job involvement as it works as a motive (Currall et al., 2005). Nonetheless, scholars in psychology and HR have also argued that money and financial incentives are not the only factors that would affect the employees' attitudes towards their jobs. They argue that job involvement is dependent upon other factors as well. For instance, scholars argue that organizational attractiveness also play significant role.

Attractiveness of an organization is seen as a factor that talented employees highly consider in their career decisions. People would prefer working for an organization that has good reputation, has great atmosphere, and has the potential grow so individuals' passion and self-esteem can be met at such organization (Helm, 2013). Also, attractiveness has to do with feeling proud to work for such organization. Thus, it is said that attractiveness of an organization will contribute to the overall job satisfaction.

Some scholars have argued that turnover is not always negative. Scholars have argued that in many cases, employees who are performing well and have higher performance self-evaluated, and also those who perceive the attractiveness of the organization to which they belong high are less likely to leave their job. Thus, turnover in such cases is said to be positive as those better performers are more likely to stay in the job and those who are lower performers are more likely to leave their job. In other words, the attractiveness of an organization is said to have a positive effect in the sense that it enhances the job involvement of employees of whom the organization is heavily interested and would want to retain.

The fit between the individuals and the organization has been argued as one of the important factors that is also related to the overall job involvement. It has been argued that people differ in their personality traits, and that such difference lead to different personal preferences regarding the organizational culture that they would fit in. therefore, person-organization fit has been argued as one of the factors that are also related to job satisfaction (Yurchisin and Park, 2010).

In this paper, I study some of the most influential variables on job involvement. Namely, I want to test whether organizational attractiveness for employees, their pay satisfaction, and their perceived organizational support have positive association with job involvement. Moreover, in this paper, I study the influence of pay satisfaction, job involvement, and person-organization fit on turnover intention. I also test a possible mediation effect for organizational support on job satisfaction through job involvement.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Factors Influencing Job Involvement

2.1.1. Organizational attractiveness

Saari and Judge (2004) argued that job involvement is one of the most influential and impacting attitudes that influence the employee decisions, productivity, and their job-related decisions. The authors argue that such employee attitude influence the organizational performance. Scholars have argued that some personal traits such as psychological constructs influence the job involvement, including the dispositions (Erez, 1994). The author believes that researchers have begun to explore the interrelationships between personal traits and organizational factors. Moreover, scholars have been interested in how these relationships influence individuals' decisions that are related to their career.

Organizational attractiveness is said to impact organizations' ability to attract and keep highly talented individuals, which in turn leads to value-added by such unique human resource and create a competitive advantage for organizations (Barney, 1991; Lado and Wilson, 1994; Villeneuve, 1997; Wright et al., 1995). However, firms need to consider that such talented employees are competed for, they are likely to have intentions to stay if the organization is attractive, well-known, and competitive, and also have a good reputation that make them proud of being members of such organizations (Turban and Greening, 1997).

The person's perception of the organization as being attractive and reputable is very important. It is critical that employees view their organizations as good companies to work for, appealing to their personal characteristics, contributing to their self-esteem, and also to their personal feeling of pride and achievement. However, this may be mixed with the person-organization fit. The person organization fit is another related construct of interest in the personnel psychology filed, as well as the human resource field. For instance, Goodman and Svyantek (1999) argued that such construct have a huge impact on the contextual performance, as well as the job satisfaction. That is, it may be the case that this fit would influence the employee performance through job involvement. Therefore, it is reasonable to suppose that individuals who view their organizations as being attractive will most likely have developed passion towards their jobs in these organizations, and thus will be more involved in their jobs. Thus:

H1: Organizational attractiveness will be positively related to job involvement.

2.1.2. Pay satisfaction

The extant literature also shows that pay satisfaction and salaries increases are of great influence with regard to the job involvement. For instance, Currall et al., (2005) found that pay satisfaction is positively related to involvement and performance and negatively related to the turnover intentions. However, Singh and Loncar (2010) finds that in some jobs, employees may be more motivated by their jobs than they are by their pay level, such as in nursing profession where they find that nurses are more motivated by their jobs than they are by the pay level. This means that in such jobs, even if the pay is either high or low, employees would still feel motivated and involved. Though, there is a decent body of literature suggests that salaries and financial incentives among the top motivators and they positively affect job satisfaction, and thus, negatively affect turnover intentions. While there is a decent body of literature suggests that pay satisfaction positively affect employees' involvement and thus organizational outcomes such as performance, and negatively influences turnover intentions (e.g., Currall et al., 2005; Jayasingam and Yong, 2013; Vandenberghe and Tremblay, 2008). There is another stream of research suggests that it may not always be the case and that in some social and occupational jobs such as nursing and social work-related jobs; the job in itself may be more important. Part of the job involvement is arguably attributed to other organizational variables such as perceived support and justice (Till and Karren, 2011). Schumacher et al., (2013) tested employee-involvement. Although their results were mixed with respect to the moderation effects, a direct relationship was found between pay satisfaction and involvement. In fact, some scholars have argued that employees can develop positive participation and feel more involved with their jobs when they feel satisfied (Mohr and Zoghi, 2008).

The reasoning is that when employees feel that they are being rewarded by their organizations, they feel satisfied and put more efforts. In other words, satisfaction in all means, including financial incentives lead to improved attitudes towards work and thus employees feel more involved. Fulmer et al., (2003) found that in firms where employees have positive attitudes, they worked even harder and positively contributed into their organizations' competitive advantage because they have been satisfied with their pay, treatment, and the organizational support they received. The employee satisfaction with reward would increase their engagement in their jobs (De Gieter and Hofmans, 2015). Further, O'Driscoll and Randall (1999) found that Perceived organizational support and satisfaction with intrinsic rewards will were positively related to job involvement and affective commitment. The core argument is that when employees feel that their efforts are being appreciated by the organizations, and also rewarded as an expression of that appreciation in monetary terms, they will more likely develop positive feelings and attitudes that would enhance their work involvement. Based upon the previous discussion and the evidence provided in the literature, I expect a positive relationship between pay satisfaction and job involvement.

H2: Pay satisfaction will be positively related to job involvement.

2.1.3. Organizational support

Brown and Leigh, (1996) studied the relationships between organizational climate and job involvement. The authors found that there is a strong relationship between organizational variables such as support and job involvement and performance. The perceptions of employees towards organizational climate are important in influencing their involvement, and performance (Kraimer et al., 2011; 2010). O'Driscoll and Randall (1999) also found that when employees perceived their organizations as supportive, they are likely to increase their involvement at work.

It is argued that job involvement in and off itself is an influential construct when it comes to job satisfaction and turnover. Stoner and Gallagher, (2010) found that job involvement is negatively related to turnover intention. Furthermore, job involvement could be influenced by other variables at the organizational level such as the organization's orientation towards achievement, differentiation, diversity; and support as suggested by Hirschfeld (2002).

The perceived organizational support has been a construct of interest for scholars in the organizational behavior, psychology, and HR arenas. Rhoades et al. (2001) for instance found that organizational support is negatively related to voluntary turnover, and that this relationship is mediated partly by affective commitment. Rhoades and Eisenberger (2002) in their review paper on perceived organizational support found that perceived organizational support is related to favorable outcomes by the employees such as job involvement and satisfaction and negatively related to withdrawal behavior. Eisenberger et al. (2002) studied the relationships between perceived supervisor support, perceived organizational support, and turnover. The authors find, among other findings, that perceived organizational support mediated the relationship between perceived supervisor support and turnover, suggesting that POS is a mechanism through which the effect of supervisor support on the turnover intentions occurs. The authors however, did not test a direct relationship between perceived organizational support and job involvement. Hochwarter et al. (2006) found that the perceived organizational support moderates the relationship between social skills and supervisor rating of job performance, such that social skill is more strongly related to performance for employees who report low levels of organizational support. This suggests that employees, who received less support, used their social skills to influence their ratings since they did not actually perform well because of the low levels of their perceived organizational support. Kraimer et al. (2010) also found that organizational support is positively related to job performance and satisfaction when the organization offers development and career advancement opportunities. However, the relationship between organizational support and job involvement is rarely tested directly.

It is reasonable that when employees perceive their organizations as being supportive, they would likely be more involved, and performs better. Support for this notion is found in (Shoss et al., 2013), where the authors find reduced perceived organizational support negatively affect employee's productivity. Productivity of an employee is a function of several factors, and job involvement is among the important ones. Overall, there is adequate evidence in the extant literature suggests that organizational support should

be positively associated with job involvement. It is also sensible to argue that such. Therefore,

H3: Organizational support will be positively related to job involvement.

2.2. Factors Influencing Turnover Intentions

2.2.1. Job satisfaction

Job satisfaction is believed to lead to reduced turnover intentions in organizational research (Helm, 2013; Michaels and Spector, 1982; Saari and Judge, 2004). Wright and Bonett (2007) found that job satisfaction is negatively related to turnover intentions when the well-being of the employee is at low levels. Rothausen et al. (2015) argued that when employees make their decisions to stay or leave their jobs, they often consider their overall well-being and identity across life domains. The argument presented by Rothausen et al., is that employees who have been satisfied in their jobs will have developed such satisfaction because the job has offered what they expected with regard to their identity, values, expected pay which all result in an overall satisfaction or the opposite if their expectations were not met and their identity and values were threatened. This feelings will likely lead to preference to stay and reduced turnover intentions.

Job satisfaction is in fact a function of several variables at both organizational and individual levels (e.g., person-organization fit, perceived support, pay satisfaction). The literature on job satisfaction has emphasized that in many cases, when employees are satisfied with their current jobs, they develop a strong loyalty towards the workplace, and the longer they stay, the less likely they are to quit their jobs. Podsakoff et al. (2007b) in their meta-analytic posited that hindrance stressors negatively affect job satisfaction and positive association with turnover, implying that satisfaction would eventually lead retention whereas dissatisfaction would probably lead turnover intention. Azanza et al. (2015) found that authentic leadership positively contribute towards positive employees' perception and overall satisfaction, which in turn leads to reduced turnover intentions. Hongvichit (2015) argued that turnover intention is employee turnover behavior of the most direct antecedents. Further, Hongvichit argued that most research has shown that when employees have positive perceptions and have developed overall satisfaction in their jobs, they are likely to stay. Since satisfaction is the ultimate goal of an employee, it is reasonable to suggest that job satisfaction will have negative effect on turnover intentions.

Although decent body of literature suggests that job satisfaction leads to lower turnover intentions, some scholars have argued that employees possess different psychological traits and personalities. These differences may lead to varying effects of job satisfaction on other employee and organizational outcomes, including turnover intentions (De Gieter and Hofmans, 2015). In support of this notion, Wang et al. (2012) found that although they have low levels of satisfaction; employees in public sectors in Taiwan have also lower turnover intentions than their counterparts in the private organizations. The evidence is somewhat mixed on the relationship between job satisfaction and turnover intentions. In sum, I expect that job satisfaction will be negatively related to turnover intentions.

2.2.2. Job involvement

O'Driscoll and Randall (1999) argued that employee commitment to the job (also known as job involvement) can be an antecedent to other employee outcomes such as satisfaction, performance, and also turnover intentions. They also stated that most organizations are interested in increasing employee turnover due to its potential negative effects on organizations. To do so, organizations are increasingly paying more attention to employees' overall satisfaction through different mechanisms such as rewards and support (O'Driscoll and Randall, 1999). Job involvement is typically defined as "the individual's level of psychological identification with the specific job in which he or she is engaged" (Kanungo, 1982). O'Driscoll and Randall (1999) argued that in many studies, job involvement was found strongly associated with crucial employee outcomes such as performance and satisfaction. Thus, it is expected that when an employee has developed stronger involvement and attachment to the job, that would mean a strong indicator of less likelihood that the employee will develop a withdrawal behavior and therefore turnover intentions. Pfeffer (1995) discussed the case of South West as an example of how employees' positive involvement in their jobs can develop and sustain a competitive advantage for the firm. Organizations are aware that in today's global business, employees have many options to choose from, and therefore they would seek to positively influence their employees' involvement to enhance their performance, satisfaction, and thus reduce their turnover intentions which have been shown costly to organizations. When employees feel that their organizations encourage their involvement and support them, they actually feel respect. As a result, employees develop stronger commitment and their performance is likely to increase along with their overall satisfaction, which negatively influence their turnover intentions (Derakhshide and Kazemi, 2014). Involvement is viewed by some scholars as a mean to enhance employee citizenship behaviors, among which are the commitment to the organization (Zhang, 2014). Furthermore, many scholars have suggested that organizations need to pay more attention to job involvement as an important antecedent of critical employee and organizational outcomes, including turnover intentions (Jayawardana et al., 2013). However, some scholars have suggested that not in all cases job involvement would mean commitment (Hallberg and Schaufeli, 2006). Overall, I expect that job involvement will be negatively related to turnover intentions. Job involvement can be a channel through which the organization increases the employee's satisfaction. Employees, who perceived the organization as supportive, will feel more engaged, involved, and therefore their job satisfaction is possibly enhanced.

2.2.3. Person-organization fit

The person-organization fit construct is a key in studying important organizational outcomes such as commitment, job satisfaction, and turnover intentions (Andrews et al., 2011). While an employee may be attracted to an organization because of its reputation, it may not fit to the employee's overall personality and work values. Several scholars have suggested that there has been a shift in the ways that organizations prioritize their preferences with regard to hiring. The shift basically switched attention from being primarily based on knowledge, skills and abilities to hiring for organizational fit as marked through a fit between an individual's personality,

beliefs and values and the organization's culture, norms and values (Morley, 2007; Schneider, 2001). In doing so, organizations mainly attempt to reduce the voluntary turnover which has been shown costly for organizations (Michaels and Spector, 1982).

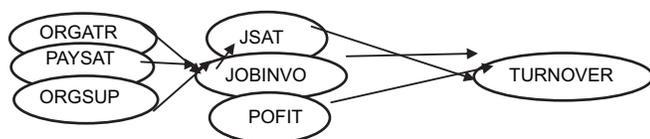
Theory of work adjustment (Dawis and Lofquist, 1984) suggests that success at work is an outcome of adjustment and fit between the individual and the environment in which he/she functions. Therefore, the fit between the individual and the organization has been linked to better job satisfaction and reduced turnover intentions in several studies (e.g., Bretz et al., 1994). The values of an employee and their preferences might play significant role in determining the extent to which an employee would be attached and committed to the job and the organization too (Andrews et al., 2011; De Gieter and Hofmans, 2015). When employees find an organization fit with their values, personalities, and preferences; they will likely stop searching for new jobs and their turnover intentions will be limited. This notion is even stronger when perceived job mobility and uncertainty about available substitutes exist (Feldman and Ng, 2007; Rosenfeld, 1992). Overall, I expect that person organization fit will be negatively related to turnover intentions.

H4, 5, 6, and 7: Job satisfaction, job involvement, person-organization fit, and organizational support will be negatively related to turnover.

H8: There is a positive relationship between organizational support and job satisfaction, this relationship is, mediated by job involvement.

H9: The relationship between organizational support and turnover will be mediated by job involvement.

2.3. Conceptual model



3. METHOD

3.1. Participants and Procedures

The data utilized in this study was created through simulation technique. The data was created by the professor for teaching purposes and permission from the professor was granted to use it for the purpose of this research, similar to a Monte Carlo data. The hypothetical number of participants is 371. I first tested whether the relative items of the constructs were reliable. Reliability results for all the factors were above 0.78, and thus considered as acceptable level of reliability.

3.2. Measures

Perceived organizational support was measured using 7 items. Participants were hypothetically asked several questions to assess their perception of the organizational support on a scale of 1-5. Cronbach's Alpha was 0.88. The questions asked as follows: (This

organization cares about my opinions pos1, this organization really cares about my well-being pos2, this organization strongly consider my goals and values pos3, Help would be available from this organization when I had a problem pos4, this organization would forgive an honest mistake on my part pos5, If given the opportunity, this organization would take advantage of me pos6r, this organization would show very little concern for me pos7r). It should be noted that for analysis purposes, the reverse coded items were re-coded in a way that would serve the analytical purpose of this paper.

Organizational attractiveness was measured using 4 items. Participants were asked about their perception of how attractive the organization they work for is. The items were scaled on a scale of 1-5. Cronbach's Alpha was 0.895. Items included (This organization is a good company to work for attr1, I want more companies like these in my community attr2, this is an appealing company attr3, this is a very attractive company attr4).

Turnover was measured using three items. Participants were asked about whether they have plans or think of quitting their jobs on a scale of 1-5. Cronbach's Alpha was 0.806. Items included (I plan to look for another job in the next few months turn1, I am currently looking for another job turn2, I will leave my company in the next 6 months turn3).

Job satisfaction was measured using 5 items that asked participants about their satisfaction levels with their job on a scale of 1-5. Cronbach's Alpha was 0.809. Items included (I am satisfied with my job js1, considering everything, I am happy with my job js2, I am content with my job js3, I enjoy the tasks that are part of my job js4, I would recommend a job like mine to a friend js5).

Job involvement was measured using three items on a scale of 1-5. Cronbach's Alpha was 0.772. Items included (I would not perform my job if I did not have to jobinv3r, my job is an important part of who I am jobinv4, I am very involved in my work jobinv5).

Pay satisfaction was measured using 5 items asked about employees' satisfaction with their pay. Cronbach's Alpha was 0.77. Items included (My pay is below market for my position and experience paysat1r, I am unhappy with how much I am paid paysat2r, I am satisfied with the amount that I am paid paysat3, I am dissatisfied with my salary paysat4r, I am underpaid compared to others with my skills paysat5r).

Perceived supervisor support was measured using 5 items on a scale of 1-5. Cronbach's Alpha was 0.75. Items included (My supervisor cares about what I think pss1, my supervisor treats me with respect pss2, my supervisor would help me if he/she could pss3, My supervisor is supportive of what I need as an employee pss4, my supervisor genuinely cares about my well-being pss5).

Person-organization fit was measured using 3 items on a scale of 1-5. Cronbach's Alpha was .80. Items included (My personality meshes well with other employees at this company pofit3, the culture of this company emphasizes things that are important to me pofit4, I feel I can be myself working at this company. pofit5).

As shown above, all the reliability scales were above the generally recommended level of 0.70. Therefore, it is suggested that each of the items that loaded on their respective factors actually a valid and reliable measure of the construct that we are interested in capturing using these items.

3.3. Measurement Model

Since I have two latent variables that are related to the perceived support; one represents the perceived organizational support and the other one represents the perceived supervisor support, it was more appropriate to run two different models to test the dimensionality of the factor that represents the perceived support. I wanted to test whether having each represented by one independent factor would be more appropriate than having them both combined in one factor.

The results for the measurement model are reported in Table 1. Model one that includes two different factors for supervisor support and organizational support has a Chi-square value of 1006.948/532. Comparative fit index was 0.91 and Tucker-Lewis-Index was 0.902 both are greater than the cut off criterial recommended by Hu and Bentler (1999). Further, root mean square error of approximation value was 0.049, and standardized root mean square residual was 0.054, all meet the recommended criterion. Additionally, all estimates were statistically significant for the items loadings and within acceptable range of values as recommended by (Lance and Vandenberg, 2002).

Lastly, no Heywood cases were found. Thus, this model fits well to the data. Model 2 where I put the two factors representing the perceived support from supervisor and organization in one factor did not yield good fit indices as shown in Table 1. Moreover, the significant chi-square difference test indicated that the two models are significantly different and that a model with lower degrees of freedom fits the data better. In conclusion, model one is selected as the measurement model which represents good fit to the data.

4. ANALYSIS AND RESULTS

I used structural equation modeling to test the hypothesized relationships. The results are reported in Table 2.

Hypotheses 1, 2 and 3 which stated that organizational attractiveness, pay satisfaction and organizational support will be positively related to the employee job involvement. None of the hypotheses was supported. Results of analysis shown in Table 2 indicated positive coefficients for each of the predictor variables. Organizational attractiveness had a coefficient value ($B = 0.04$, $P = 0.7 > 0.05$) which indicates it is not statistically significant predictor of job involvement. Pay satisfaction had a beta coefficient ($B = 0.1$, $P = 0.13 > 0.05$) not statistically significant predictor of job involvement. Lastly, organizational support had also a very weak coefficient ($B = 0.012$, $P = 0.9 > 0.05$) not statistically significant. None of these variables seemed to have a significant predictive ability for job involvement.

For hypothesis 4: Contrary to the hypothesized relationship, job satisfaction was positively related to turnover intention ($B = 0.2$,

Table 1: Measurement model

Model	Chi-square/ DF	CFI	TLI	RMSEA	SRMR	
M1	1006.948/532	0.912	0.902	0.049	0.054	525/7*
M2	1531.104/539	0.817	0.798	0.070	0.095	(7>2.167)
M3	725.8/389	0.93	0.92	0.05	0.05	

(structural)

CFI: Comparative fit index, TLI: Tucker-Lewis-Index, RMSEA: Root mean square error of approximation, SRMR: Standardized root mean square residual

Table 2: Regression results

Predictors	Estimate	SE	P value
Predictors of job involvement			
Organizational attractiveness	0.039	0.105	0.7
Pay Satisfaction	0.094	0.063	0.13
Organizational support	0.012	0.096	0.9
Predictors of turnover			
Job satisfaction	0.206	0.079	0.009
Job involvement	-0.244	0.076	0.001
Person-organization fit	-0.213	0.087	0.014
Organizational support	-0.03	0.06	0.6
Predictor of job satisfaction			
Organizational support	-0.07	0.64	0.3

SE: Standard error

$P = 0.02 < 0.05$). Thus hypothesis 5 was not supported and the opposite found true and statistically significant. Hypothesis 5 and 6 that stated a negative relationship between job involvement, person-organization fit and the turnover intention both hypotheses were supported ($B = -0.22$, -0.192 , $P = 0.001$, $P = 0.006$). H7 was not supported, there is a negative relationship between perceived organizational support and turnover intentions but this relationship is not statistically significant ($B = -0.03$, $P = 0.66$).

For the mediation effect: For hypothesis 8 which stated that the relationship between organizational support and job satisfaction will be mediated by job involvement. I did not find support for this hypothesis. The direct relationship between organizational support and job satisfaction was statistically not significant with ($B = -0.08$, $P = 0.2$). The results of bootstrap corrected bias model showed that these relationships are not statistically significant. The 95% confidence interval (CI) of the indirect effect of organizational support on job satisfaction through job involvement was $(-0.502, 0.437)$, which contained 0 with ($B = -0.033$, $P = 0.857$). Also, the indirect effect of person-organization fit on job satisfaction through job involvement did not exist. Hypothesis 9 was not supported. The results showed that there is no mediation effect for job involvement between the organizational support and turnover intentions ($B = 0.019$, $P = 0.6$). Also, the 95% CI contained 0 $(-0.06, 0.142)$ (Table 3).

5. DISCUSSION AND CONCLUSIONS

In this paper, I was interested in studying the possible relationships between organizational attractiveness, pay satisfaction, organizational support and the employee's job involvement. I expected that these three variables would be positively associated with employee job involvement. An employee who has been passionate about an organization and

Table 3: Results

Independent Variables	Estimate	SE	Estimate/SE	P value-2t
Indirect effect of organizational support on job satisfaction through Job involvement	-0.033	0.177	-0.186	0.853
Indirect effect of organizational support on turnover through Job involvement	0.019	0.035	0.529	0.597
			Estimate	Lower
			95%CI	Upper
				95%CI
Indirect effect of organizational support on job satisfaction through Job involvement	-0.033		-0.488	0.422
Indirect effect of organizational support on turnover through Job involvement	0.019		-0.06	0.142

SE: Standard error, CI: Confidence interval

perceived it as being attractive would typically be more involved in his/her job. However, an employee may actually have been attracted to such organization because of the perceptions he/she has developed about the organization, and after having worked for the organization they may have not found it interesting, they may have developed different feelings towards the workplace atmosphere, and thus negative feelings have contributed towards less involvement in the job. It should also be noted that the data was randomly created, and does not actually reflect true opinions of employees; it is rather a hypothetical situation as if in a Monte Carlo study. Pay satisfaction also may not actually contribute to better job involvement as I expected. One possible interpretation is that not all employees are motivated by money. In fact, Mitchell and Meckel (1999) as well as Gupta et al., (2002) among others found that financial incentives are not always good motivators for employees and may not contribute to better involvement and improved performance in terms of quality, but it may improve the performance quantity. Thus, an employee may just be doing what is he required to do quantitatively to get paid, and doesn't really have a passion or strong feelings towards the job that would make them be more involved in their jobs. Organizational support may be a norm in any organization. It may have been emptied by other organizational attitudes such as supervisor-subordinates relationships; general atmosphere, bad career opportunities and advancement, and poor training; which all can make the effect of organizational support on job involvement vanish. In fact, this indicates a need perhaps for other intervening variables at the organizational level, which was beyond the aim of this study.

For the relationship between job satisfaction and turnover intention, I expected a negative relationship. However, the analysis yielded an interesting positive and statistically significant relationship between these two constructs. It could be the case that when an employee is greatly satisfied, that indicates a potential talented and highly skilled employee. Such talented employees are greatly desired in the labor market, they may be receiving better pay offers from other employers, which would explain the positive relationship. As I expected, job involvement and person-organization fit were

negatively associated with employees' turnover intentions. This should come as no surprise as employees develop stronger passion towards their jobs over time, they become more involved in their jobs, and they start to settle in these jobs. Also, employees strive to find organizations that would fit their values and personalities, once they have found that fit, they are likely to stay in these organizations. I expected also that the effect of organizational support on job satisfaction would be at least partly mediated by job involvement. The argument is that when employees feel the organizational support, they would develop positive attitudes towards their organization, and more specifically towards their job. Thus, they will start acting in a manner that would make them feel deeper involvement and stronger passion towards the job, which in turns would positively influence their job satisfaction. Nonetheless, the results show no support for this hypothesis.

6. LIMITATIONS

As any other study, this paper has several limitations. First, the data used for the purpose of this study was randomly created and doesn't reflect real data. Second, the study did not address any interrelationships between organizational attractiveness, job involvement, and other related construct and the job satisfaction. Third, although I did run possible moderation effects for several included variables as a supplementary analysis and found no support, there could be other possible moderators such as person-organization fit as a moderator of the relationship between job involvement and turnover. In other words, there are different scenarios for the interrelationships among the constructs under consideration in this study that could have been studied, which was beyond the aim of this paper.

7. FUTURE RESEARCH

Future research could shed lights on the interrelationships among these constructs. Future studies might consider possible moderators of the relationships between attractiveness, involvement, pay satisfaction and job satisfaction as well as direct relationships between these constructs. Future research could also focus on the relationship between job satisfaction and turnover and search for possible mediators and moderators for such relationship as it appears to be a promising area for research due to the mixed findings. Furthermore, future research can study mediation mechanisms through which the effect of perceived organizational support on job satisfaction occurs, taking into account more possible variables and also possible moderators of this relationship. More focus on obtaining true data that would reflect employees' real opinions. In this paper, I did not want to be data driven or do any data mining. I would like to acknowledge that I did test for possible moderation effects, however, I did not hypothesize any moderation relationships and I was doing that as a supplementary analysis.

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