

Abstract

Both quantitative and qualitative methods were adopted in this research. Descriptive analysis was used to have an overall view of the scores of variables and factors; Pearson Correlation was conducted to measure the correlation between the dependent variable (turnover intention), intervening variables (job satisfaction and organizational commitment), job factors (job itself, pay, promotion opportunity, interpersonal relationship and communication) and demographic factors (gender and age). Multiple Regression Analysis was used to assess direct and indirect effects of the determinants on each variable.

335 respondents participated in the survey stage, while 10 respondents participated in the interviews. They were employees from 16 companies in three provinces in mainland China. The sample was split into two sub-samples, the talent staff (N=272) and the average staff (N=63) to make a comparison between them.

This research confirmed the previous literature the consistent negative effects of organizational commitment, pay and age on turnover intention; the consistent positive effects of job itself, pay, promotion opportunity, interpersonal relationship and communication on job satisfaction; and the positive effect of age on organizational commitment. However, things were different for the talent staff and average staff on the reciprocal relationship between job satisfaction and organizational commitment; the effect of age on the organizational commitment; and the effect of age on turnover intention.

The results revealed the following: Firstly, some indirect effects had been found, including the indirect effect of job satisfaction on turnover intention, the indirect effects of job itself, pay, interpersonal relationship and communication on organizational commitment, and

the indirect effect of age on job satisfaction. Secondly, some relationships were still unclear, including the relationships between job itself, promotion opportunity, interpersonal relationship, communication, gender and turnover intention; the relationship between gender and job satisfaction; and the relationships between promotion opportunity, gender and organizational commitment.

The managerial implications for companies to maintain their staff, the limitation of the study and suggestions for future study were discussed.