

Effect of Psychological Empowerment on Turnover Intention through Job Satisfaction and Organizational Commitment: focus on Korea, China, Japan Employees

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Abstract

Purpose – The present research is to investigate the effect of psychological empowerment on turnover intention through job satisfaction and organizational commitment.

Research design, data, and methodology – These include turnover intention as dependent variable, psychological empowerment as an independent variable and for mediating variables job satisfaction and organizational commitment. Also nationality of employee is used as a moderating variable. Survey data was collected was total 886 respondents from 345 Korean, 313 Chinese, 228 Japanese. Data analysis was conducted with SPSS to test reliability of variables with Cronbach's alpha and one variable confirmatory factor analysis to test common method bias. And regression analysis was conducted to confirm relationship among variables. AMOS was used for path analysis and to analysis moderating effect of employees' country.

Results – The results of regression indicate that psychological empowerment increase job satisfaction, affective commitment, normative commitment and turnover intention. Job satisfaction, affective commitment and normative commitment decrease turnover intention. As for the moderating role of country, it seems that country does matter.

Conclusions – Main conclusions of this research implicate that to decrease employee turnover intention company need to manage psychological empowerment, job satisfaction, and organizational commitment. Also there is need to consider similarity and difference in managing employees of Korea, China and Japan employees. Manager need to verify direction and importance of each antecedent then apply to employees.

Keywords: Turnover Intention, Psychological Empowerment, Job Satisfaction, Organizational Commitment

JEL Classification Code: M12, M16.

1. Introduction

Korea, China and Japan have long and deep relationship in history of polity and economy development. Since 2003, China has surpassed the United States as Korea's largest exporter and largest trading partner. In 2017, export to China accounted for 25.1 percent of Korea's total exports and 19.5 percent of trade. The Korea-China FTA, which started within in the beginning of private joint research in 2005, officially went into effect in December 2015. Recently, Korea-China trade structure has shifted from industry-industry trade to intra-industrial trade. China overtook Japan as the world's second-largest economy in 2010 and became the world's largest trading partner in 2012. In terms of China's major export destinations in 2016, Japan ranked third with 6.1 percent, while Korea ranked fourth with 4.5 percent. Among the importers, 10.4 percent of Koreans ranked first, followed by 9.5 percent of Japanese. As for Japan in 2016, China ranked second with 18.0 percent and Korea third with 7.8 percent. China ranked first with 25.8 percent, while Korea ranked fourth with 4.1 percent.

In terms of investment, Korea's investment in China has accelerated since China joined the WTO in late 2010, and from 2008 China remain second on the list after the United States. As of 2017, Chinese investors accounted for 6.8 percent of Korea's total overseas investment. According to a survey by the Korea Economic Research Institute as of the end of June 2016, a total of 3,639 Korean companies in China are estimated to have hired 669,973 Chinese workers. Japan has long maintained a vague partnership with the Korean economy. Exports to Japan account for 4.7 percent of Korea's total exports and 7.9 percent of its trade. Japan accounted for 1.9 percent of Korea's global investment, ranking 11th. In particular, because the industrial structure of Korea and Japan is very similar, the proportion of trade in the industry is high. In particular, Japan depends on Japan for capital goods for parts, materials and manufacturing facilities that produce Korea's major exports, causing a chronic deficit with Japan. Under the current structure, the more Korea exports worldwide, the more imports from Japan. In Japan's bid to attract foreign direct investment, China accounted for 11.5 percent and South Korea had 16.8 percent.

As interconnectedness and interdependence increase among three countries and since 2003, the joint research on trilateral FTA of Korea, China and Japan increased. Most three country comparison studies are focus on areas of competitiveness, structure or character of specific industry or sector of business. Lee (2013) compared competitiveness of the distribution ship industries. Lee (2014) analyzed structure of automobile distribution industry. Lee and Choi (2014) studied characteristics and distribution of traditional liquor industry. Yi and Su (2015) research on construction of the logistics legal system. Jeong et al. (2018) comparing bridge inspection practices and bridge management programs of China, Japan, Korea and U.S. Zhang (2018) on trilateralism-bilateralism nexus and the institutional evolution, Shim (2018) on plural medical systems of three countries and so on. However, there is still something to be discussed and agreed on, including competition between Korean and Japanese companies in the same industry and China's level of tariff liberalization. However, even though tight relationship among three countries, there are not enough studies of three countries employee management level.

Given the importance of human resource management in corporate management, the turnover of human resources inevitably has a negative impact on the organization's performance. When a person leaves the organization, the organizations need to recruit new staff to replace that person. And since the newly hired person need time to adjust to the task and organization which lead to decrease in best outcome of company and group. Therefore the turnover has been at the center of worldwide attention and research in terms of organizational management. However at this time, because there are practical limitations in studying turnover itself, many studies have been focus on the turnover intention of employee. According to Mobley (1977), meaning of turnover intention is employee's tendency toward intention to leave the organization. By analyzing leading factors affecting turnover intention, organization could get idea and information on how to manage employee, which will reduce worker's intention to leave job or organization thereby increase organizational performance. Literature have shown that higher turnover intention is caused by a lack of organizational commitment or job dissatisfaction (Griffeth et al., 2000), but more studies on the process of impact are required.

Thusly, this research will attempt to answer three questions; (i) does psychological empowerment influence turnover intention (ii) does job satisfaction and organizational commitment mediate between them (iii) is country of employee matter among Korea, China and Japan. From this research results, it is hoped to contribute to decreasing turnover intention by acknowledging the importance employee psychological empowerment, job satisfaction and organizational commitment to management. Also, as there are not enough comparison studies, on employee management level this study could give implication on whether to manage Korea, China and Japan employees similarly or differently.

2. Literature Review

Since Kanter (1977) introduced the concept of psychological empowerment to the management sector, it has been a major study. Psychological empowerment means giving workers the autonomy to make decisions on how to perform their duties and jobs (Ford & Fottler, 1995). Dee et al. (2003) study show that in order to enhance psychological empowerment, autonomy, knowledge, importance, and feedback is needed for effective work. In terms of management, psychological empowerment in particular, focuses more on an individual's inherent motivation than on individual power incensement. Tomas and Velthouse (1990) focused meaning of psychological empowerment on the psychological and cognitive state of the individual's experiences in their path, and managed to make four construct of psychological empowerment which includes meaning, competence, self-determination and impact. These four constructs all together compose of general psychological empowerment (Spreitzer, 1995).

Job satisfaction of workers in all organizations is considered an important factor that has a positive impact on sustainability and performance improvement. Attempts to understand worker's job satisfaction led to analysis of the relationship with job - related or non-employment-related factors. Job satisfaction is associated with the work motivation (Moynihan & Pandey, 2007), and overall job satisfaction is affected by the sum of various factors, so job satisfaction encompasses the individual and environment. In the Moynihan and Pandey (2007) study, hypothesis verified job satisfaction affects the maintenance and motivation of employee to organization. In a study by Kwong et al. (2010), job satisfaction also affects work motivation and performance.

Organizational commitment means that an individual participates in a specific organization and identifies him/herself with the organization (Steers, 1997). Allen and Meyer suggest more complex psychological attachment toward organizational with multi-construct concept of organizational commitment. The multi-construct of organizational commitment includes three concepts: affective, continuance and normative (Meyer & Allen, 1991). As the concepts of three organizational commitments are distinct, it can be considered that there are differences in the factors influencing (Meyer & Allen, 1991). Although many studies have been used since the introduction of three concepts, not many studies have analyzed the all three organizational commitment simultaneously (Meyer et al., 2003). Therefore, more comprehensive analysis of organizational commitment with analyzing all the three concepts of organizational commitment seems necessary.

Psychologically empowered employee shows decrease in turnover intention (Koberg et al., 1999; Sinha et al., 2016; Yelamanchili, 2018). Employee considers the empowered task as a valuable resource provided by the organization and so loyalty to organization increased. Also employee wants to continuous employment relationship and fulfills expectation to get the beneficial (Blau, 1964). If the opportunity to be assigned to the empowered task is difficult or opportunity is built with other workers it is likely to reduce turnover intention (Griffeth et al., 2000). Prior studies consistently have shown that empowered employee have high job satisfaction (Khany & Tazik, 2016 ; Sinha et al., 2016). Meaning and self-decision making are increase through sense of self-growth by experiencing autonomy, proficient skill and self-control in working environment (Hackman & Oldham, 1980; Deci et al., 1985). And proficient skill and self-control fulfill this emotional need and also proficient skill and self-control reflects opportunity to experience (Seibert et al., 2011). As a result, psychologically empowered workers experience the need of intrinsic fulfillment which leads to feeling more job satisfaction. According to the value recognition model, job satisfaction means that workers feel valued for their job and job performance (Locke, 1969). Employee who is satisfied with their job shows tendency to reduce turnover intention (Kerdngern & Thanitbenjasith, 2017; Naidoo, 2018).

Employee who been psychological empowered shows greater organizational commitment (Linden et al., 2000; Avolio et al., 2004; Zeffane et al., 2012). Meyer & Allen (1991) stated that psychological empowerment was associated with increase of continuance organizational commitment. Because it may seem as if the assignment of a task with mandate is a worthwhile sacrifice that is difficult to replace with other workers (Seibert et al., 2011). The meaning area of psychological empowerment delegation particularly stimulates affective organizational commitment by assessing required job role, job need and fitness of its value (Spreitzer, 1995; Kristof-Brown et al. 2005). Psychological empowerment and organizational commitment are the principal elements that constitute the effectiveness of the organization (Liu et al., 2007; Joo & Ji, 2010). According to literature, affective organizational commitment was result of psychological empowerment (Linden et al., 2000; Vacharkakiat, 2008; Mittal, 2016; JauharI et al. 2017). Kirkman et al. (2004) and Spreitzer (1995) results indicate psychologically empowered employee show greater job effectiveness and efficiency. With help of psychological empowerment, employee works harder task more effectively, have more responsibility and thereby increase of organizational commitment (Meyer and Allen, 1991). If employee has more responsibility, he or she will have more opportunities to show his abilities and feel more psychological empowered. As a result, he or she will be more committed to organization (Liu et al.,

2007). According to Mobley et al. (1978) and Mowday et al. (1982), lack of in-organizational growth opportunity is a factor for considering new job opportunities. Literatures continuously have shown that reverse relationship between organizational commitment and turnover intent (Joier et al. 2004; Robinson et al. 2012; Raina & Roebuck, 2016; Kerndngern & Thanibenjasith, 2017). According to Ahuja & Thatcher (2005), high organizational commitment is required to work long hours in remote jobs. Lack of organizational commitment leads to increase in the intention of leaving the organization. High affective organizational commitment reduces turnover intention and becomes an incentive for individuals to remain in the organization (Major et al., 2007 ; Mittal, 2016). According to Steers (1997), workers who are not highly committed to organization are more likely to leave the organization. Therefore organizational commitment plays an important influencer to turnover intention, and in particular has a negative relationship to turnover intention (Meyer et al. 2002). And for affective organizational commitment also plays an important role in bringing workers into the organization and has a negative relationship with the turnover.

3. Methodology

3.1. Research Model and Measurement

This research takes its background from the preceding research on creating shared value to investigate the relationship between psychological empowerment and turnover intention and mediating role of job satisfaction and organizational commitment. Also, taking a country of employee as the moderating variable to whether companies need do manage employees differently or similarly by employees' nationality. <Figure 1> illustrates the model of this study.

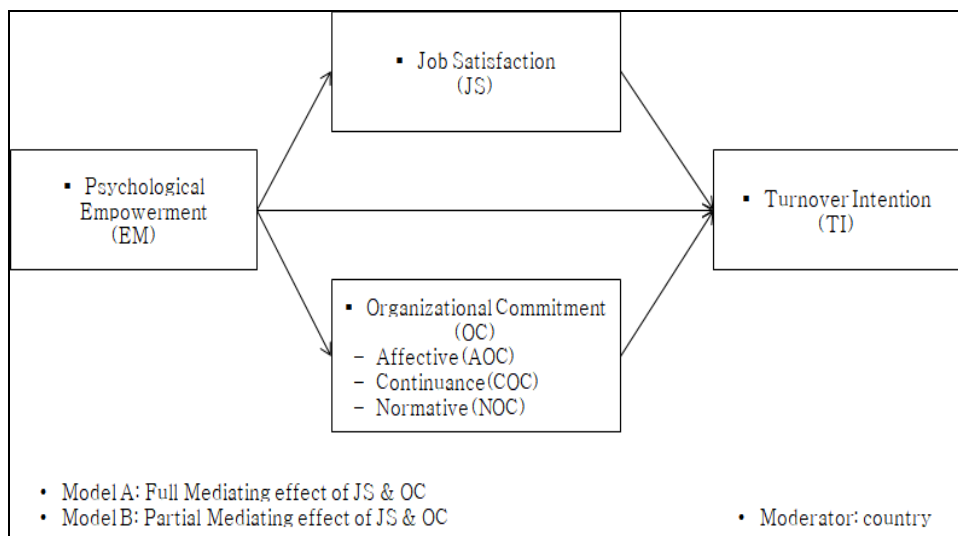


Figure 1: Research Model

The survey questions and sections were designed to test research model shown in <Figure 1>. 12 questions were asked concerning psychological empowerment questionnaires were from Spreitzer (1995) like 'I have considerable opportunity for independence and freedom in how I do my job'. 7 modified questionnaires from Brayfield and Rothe(1951) of job satisfaction like 'I like my job better than the average worker does'. From Meyer and Allen(1991) organizational commitment items, 8 questions for affective commitment like 'I enjoy discussing my organization with people outside this organization', 8 questions for continuance commitment like 'It would be very hard for me to leave my organization right now even if I wanted to' and 8 questions for normative commitment like 'I was taught to believe in the value of remaining loyal to one's organization'. 8 questions for turnover intention from Camman et al. (1979: cited in Chen et al., 1998) like 'I can stay with this company as long as I want'. Each question is measured on a 5 point Likert scale.

3.2. Sampling and Demographic Characteristics

As for the data of this study, questionnaires were distributed to MBA students who are employed y and through them surveys are more distributed to their coworkers in Korea, China and Japan. MBA students are composed with diverse industry yet they were mostly from grand scale companies. Total 886 surveys are included in this study, 345 Korean, 313 Chines and 228 Japanese. The statistical characteristics are summarized in <Table 1>. <Table 1> show characteristics of employee (Emp) and their supervisor (Super). In detail, employees in their 30s(46.7%) are majority also Korea (58.6%) and Japan (40.7%) but for China 20s (51.19%). For second lank, Korea (22.3%) and Japan (40.3%) in their 40s but 30s for China (37.9%). Especially Japan show similar 30s and 40s. Employees have supervisor in their 40s (51.0%) are majority also Korea (59.5%), China (45.9%) and Japan (45.0%) too. Unlike Korea and China, Japan showed supervisor in their over 50s (39.4%) a big part. By and large, Japan showed long total, current and current supervisor working years, Korea second and China short in general.

Table 1: Demographic Characteristics (Person, %)

		Total(n=886)		Korea(n=345)		China(n=313)		Japan(n=228)	
		Emp	Super	Emp	Super	Emp	Super	Emp	Super
age	20s	255 (28.9)	26 (3.0)	60 (17.4)	3 (0.9)	159 (51.1)	17 (5.6)	36 (15.9)	6 (2.8)
	30s	412 (46.7)	217 (25.1)	202 (58.6)	92 (26.8)	118 (37.9)	97 (32.0)	92 (40.7)	28 (12.8)
	40s	192 (21.8)	441 (51.0)	77 (22.3)	204 (59.5)	24 (7.7)	139 (45.9)	91 (40.3)	98 (45.0)
	over 50s	23 (2.6)	180 (20.8)	6 (1.7)	44 (12.8)	10 (3.2)	50 (16.5)	7 (3.1)	86 (39.4)
gender	male	557 (63.4)	708 (82.7)	258 (74.8)	316 (91.6)	133 (43.2)	194 (66.4)	166 (73.5)	198 (90.4)
	female	322 (36.6)	148 (17.3)	97 (25.2)	29 (8.4)	175 (56.8)	98 (33.6)	60 (26.5)	21 (9.6)
total working year		10.06Y		9.01Y		8.01Y		14.53Y	
current working year		7.15Y		7.27Y		4.52Y		10.68Y	
work with current supervisor		2.90Y		2.38Y		3.11Y		3.50Y	

4. Empirical Analysis

4.1. Reliability and Validity

Before analyzing relationship among variables, the data must be tested for construct validity and consistency with a reliability test. Construct validity determines whether the measurement measures what it claims to be measuring. Reliability determines whether the measurements are accurate and reproducible, and consistent. Also, because this study is based on survey data there is possibility of common method bias. To determine construct validity and common method bias this study conducted Harman's one factor test and Cronbach's alpha is tested for reliability. SPSS was used in this study for both reliability and construct validity and results are shown in <Table 2>. As shown in <Table 2>, 6 factors with rotation sums of squared loading from 4.979 to 1.752 and percentage of variance from 15.089 to 5.301. And Cronbach's alpha is from 0.904 to 0.616. Therefore results of validity and reliability show how accurately the measurement corresponds to the real world, and it indicates the degree in which the theory supports the test.

Table 2: Construct Validity and Reliability

	Factor1 (JS)	Factor 2 (EM)	Factor 3 (AC)	Factor 4 (NC)	Factor 5 (CC)	Factor 6 (TI)
EM1	.316	.602	.093	-.103	-.060	.002
EM3	.343	.606	.044	-.040	-.113	.038
EM4	.302	.484	-.036	.203	-.234	.206
EM6	.236	.547	-.051	.316	-.105	.192
EM7	.300	.701	.000	-.090	.050	-.016
EM8	.265	.733	.011	-.108	.043	-.105
EM9	.239	.710	.158	-.195	.130	.040
EM11	.127	.744	.131	.063	.075	.062
EM12	.217	.672	.136	.168	-.054	-.162
JS1	.640	.154	.330	.077	.111	-.066
JS2	.771	.127	.190	.139	.041	-.143
JS3	.703	.174	.177	.049	.069	-.028
JS4	.775	.155	.214	.160	.044	-.086
JS5	.789	.141	.096	.117	-.014	-.079
JS6	.701	.251	-.129	.039	-.059	-.061
JS7	.796	.153	.045	.123	-.060	-.010
AC1	.315	.108	.408	.382	.320	-.140
AC5	.109	.121	.752	.094	-.118	-.034
AC6	.113	.189	.719	.195	-.131	-.048
AC8	.119	.147	.763	.124	-.039	-.113
CC6	-.068	-.019	-.082	.221	.781	-.049
CC7	-.072	.019	-.092	.165	.783	-.063
CC8	.045	.045	.045	.018	.723	.042
NC3	-.100	-.172	.167	.482	.003	-.185
NC4	.090	.050	.132	.678	.180	-.007
NC5	.137	-.133	-.063	.693	.045	.003
NC6	.061	.132	.089	.682	.022	-.022
NC7	.131	.099	-.024	.631	.177	-.072
TI1	.059	.100	.307	-.353	.174	.610
TI2	-.310	.039	-.477	-.038	-.034	.482
TB3	-.168	.201	-.582	.205	-.182	-.105
TI5	-.052	-.067	-.074	-.078	-.155	.724
TI6	-.387	.032	-.349	.039	.048	.601
rotation sums of squared loading	4.979	4.222	3.019	2.823	2.178	1.752
%Variance	15.089	12.795	9.149	8.553	6.599	5.301
Cronbach's α	.904	.857	.778	.707	.722	.616

Note) EM: psychological empowerment, JS: job satisfaction, AC: affective organizational commitment, CC: continuance organizational commitment, NC: normative organizational commitment

4.2. Relationship among Variables

To test relationship among variables this research first used regression analysis later path analysis. Result of regression analysis is shown in <Table 3> and <Table 4>. <Table 3> shows regression result of job satisfaction and

organizational commitment. And <Table 4> shows regression result of turnover intention. To see holistic relationship among variables this study additionally tested path analysis and results are shown in <Figure 2>. First, in <Table 3> show regression results of job satisfaction and organizational commitment. Model 1 analysis demographic characteristic of employee and supervisor only and Model 2 is accumulated with psychological empowerment. Adj. R² shown in <Table 3>, which implicates explanation of independent variables on dependent variable, increased dramatically from Model 1 to Model 2 in job satisfaction and affective organizational commitment. Yet little increase in normative organizational commitment and rather little decrease in continuance organizational commitment. This result can be interpreted as psychological empowerment play significant role on job satisfaction and affective organizational commitment but not to continuance organizational commitment and normative organizational commitment. On job satisfaction, two variables, total working experience (-.122) and psychological empowerment (.599) show statistically significant affect. On affective organizational commitment, country (-.353) and psychological empowerment (.359) are significant. On continuance organizational commitment, three variables, total working experience (.148), country (-.139) and gender of supervisor (.078) show statistically significant affect. Lastly on normative organizational commitment, country (-.172) and psychological empowerment (.135) are significant. Statistically significant results implicate that increase in lance of total working experience lead decrease in job satisfaction and increase in continuance organizational commitment. Country do effect all three organizational commitment, this result made researcher wonder whether the country as an antecedent or need to consider as moderator. As for gender of supervisor result show that employee working with female supervisor show higher level of continuance organizational commitment than male supervisor. Lastly, increase in psychological empowerment increase in job satisfaction, affective organizational commitment and normative organizational commitment.

Table 3: Regression Analysis of Job Satisfaction and Organizational Commitment

	Model 1				Model 2			
	JS	AOC	COC	NOC	JS	AOC	COC	NOC
Age	.124 (1.888)	-.033 (-.533)	.051 (.804)	-.028 (-.435)	.064 (1.183)	-.074 (-1.243)	.059 (.903)	-.044 (-.667)
Gender	-.029 (-.742)	-.055 (-1.483)	.068 (1.807)	.046 (1.196)	-.005 (-.151)	-.044 (-1.252)	.065 (1.716)	.051 (1.329)
Total W	-.052 (-.763)	.136* (2.097)	.147* (2.221)	.017 (.247)	-.122* (-2.204)	.091 (1.478)	.148* (2.208)	.006 (.090)
Current W	-.005 (-.118)	-.014 (-.334)	.048 (1.129)	-.004 (-.095)	.053 (1.503)	.024 (.611)	.044 (1.041)	.011 (.263)
Country	.084* (2.162)	-.312** (-8.395)	-.143** (-3.777)	-.152** (-3.931)	.005 (.150)	-.353** (-9.974)	-.139** (-3.601)	-.172** (-4.407)
Sup_age	-.026 (-.611)	.023 (.565)	-.012 (-.284)	-.067 (-1.609)	-.064 (-1.849)	.007 (.188)	-.004 (-.102)	-.076 (-1.803)
Sup_gender	-.034 (-.889)	.062 (1.702)	.071 (1.912)	.020 (.532)	-.038 (-1.200)	.056 (1.620)	.078* (2.075)	.025 (.670)
Sup_current	-.017 (-.460)	.048 (1.362)	.067 (1.866)	.006 (.165)	.012 (.393)	.064 (1.933)	.063 (1.751)	.012 (.323)
EM					.599** (19.970)	.359** (10.901)	-.032 (-.896)	.135** (3.719)
R ²	.116	.312	.251	.181	.590	.461	.253	.222
Adj. R ²	.003	.089	.054	.023	.341	.203	.053	.038
F	1.347	10.753**	6.678**	3.323**	46.346**	23.427**	5.946**	4.481**

Note) Standard β (t), **Significant at 0.001 Level, *Significant at 0.01 Level, *Significant at 0.05 Level

Second, in <Table 4> show regression results of turnover intention. Model 1 analysis demographic characteristic of employee and supervisor only, Model 2 is accumulated with psychological empowerment, Model 3 is accumulated with psychological empowerment and job satisfaction, Model 4 is accumulated with psychological empowerment and organizational commitment. And lastly Model 5 includes all variables. Results of Adj. R² in Table 4 show as Model number increase Adj. R² increase in the end Model 5 explanation show 52.4%. Regression result of turnover intention shows that country as statistically significant like in <Table 4> in which these results lead moderation analysis of country later on summarized in <Table 5>. Job satisfaction (-.268), affective organizational commitment (-.275), normative organizational commitment (-.215) negatively influence turnover intention. However only psychological empowerment (.194) gave positively influence. Statistically significant results implicate that decrease in psychological empowerment and increase in job satisfaction, affective organizational commitment and normative organizational commitment would increase turnover intention.

Table 4: Regression Analysis of Turnover Intention

	M1	M2	M3	M4	M5
Age	.016(.245)	.024(.363)	.048(.783)	-.005(-.076)	.019(.321)
Gender	.027(.692)	.021(.535)	.020(.563)	.029(.827)	.029(.848)
Total W	-.016(-.242)	.001(.010)	-.055(-.860)	.026(.422)	-.012(-.193)
Current W	-.048(-1.124)	-.058(-1.342)	-.032(-.799)	-.044(-1.138)	-.031(-.829)
Country	-.149(-3.861)**	-.135(-3.456)**	-.137(-3.733)**	-.307(-8.160)**	-.275(-7.442)**
Sup_age	.081(1.932)	.075(1.775)	.050(1.269)	.065(1.710)	.048(1.281)
Sup_gender	.037(.969)	.035(.918)	.021(.597)	.067(1.955)	.054(1.616)
Sup_current	-.047(-1.282)	-.051(-1.393)	-.047(-1.377)	-.029(-.865)	-.030(-.937)
EM		-.094(-2.582)**	.160(3.813)**	.065(1.830)	.194(4.901)**
JS			-.424(-10.396)**		-.268(-6.546)**
AOC				-.351(-9.495)**	-.275(-7.283)**
COC				-.009(-.278)	-.016(-.471)
NOC				-.244(-6.988)**	-.215(-6.289)**
R ²	.175	.193	.395	.484	.524
Adj. R ²	.021	.026	.145	.222	.263
F	3.111**	3.353**	14.362**	19.576**	22.353**

Note) Standard β (t), **Significant at 0.001 Level, *Significant at 0.01 Level, *Significant at 0.05 Level

To explore the overall relationship between variables, this study added path analysis. In particular, mediating effect of job satisfaction and organizational commitment have been compared as model fit by analyze Model A(the full mediating) or Model B(partial mediating) between psychological empowerment and turnover intention. Result of model fit for model A (full mediating model) is CMIN=20.810, DF=3, P=.000, CMIN/DF=6.937, RMR=.013, GFI=.992, NFI=.977, CFI=.980, RMSEA=.083. And for model B(partial mediating model) is CMIN=2.603, DF=2, P=.000, CMIN/DF=1.302, RMR=.009, GFI=.999, NFI=.997, CFI=.997, RMSEA=.019. Although both models are appropriate in the conformity assessment for the fitted values, it appears that the fitted values of model B are slightly better. Both models are appropriate in the conformity assessment for the fitted values; however it appears that the fitted values of model B are slightly better than model A. In particular, CMINDF (1.302) of Model B showed better fit values than CMINDF (6.937) of Model A. Therefore in this study, job satisfaction and organizational commitment is partially mediating between psychological empowerment and turnover intention. The path analysis results of Model B are then summarized in <Figure 2>. As shown in <Table 3>, <Table 4> and <Figure 2> show results of relationship among variables are similar.

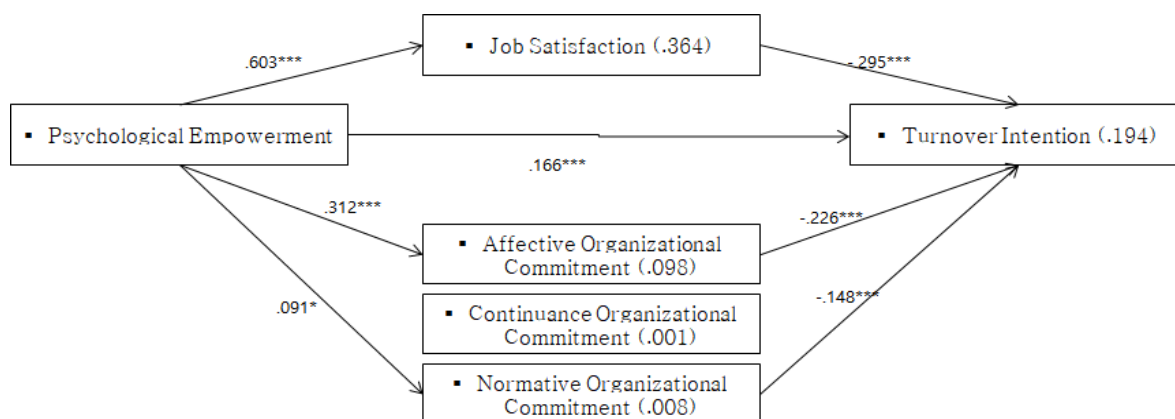


Figure 2: Research Model

4.3. Moderation analysis

As mentioned in earlier, this research further analyzed country as a control variable in order to analyze the similarities or differences in the relationship among psychological empowerment, job satisfaction, organizational commitment, and turnover intention. To identify country’s moderating role, this study analysis test of the structural model invariance across the groups, result is shown in Table 5. Model fit of path analysis result of moderating country; CMIN=17.139, DF=6, P=.009, CMIN/DF=2.856, RMR=.025, GFI=.993, NFI=.984, CFI=.989, RMSEA=.047. Validity of cross-group equality constraints result shows p-value of χ^2 difference as 0.498 which means there is country difference exist significantly. Path analysis result is summarized in <Table 5>.

In all three countries, positive effect of psychological empowerment on job satisfaction (Korea 0.875, China 0.668, Japan 0.633) and on affective organizational commitment (Korea 0.626, China 0.402, Japan 0.460) is significant. Also in all three countries, turnover intention is negatively influenced by job satisfaction (Korea -.178, China -.430, Japan -.267) and affective organizational commitment (Korea -.244, China -.345, Japan -.213) yet positively by psychological empowerment (Korea 0.126, China 0.415, Japan 0.168). Two countries in similar results are shown in psychological empowerment on normative organizational commitment (Korea 0.260, China 0.209) and normative organizational commitment on turnover intention (Korea -.102, China -.189). Two countries in opposite results are shown in empowerment on continuance organizational commitment China (0.177) versus Japan (-.242) and continuance organizational commitment on turnover intention Korea (-.095) versus China (0.189).

Table 5: Path Analysis Result of Country as Moderating Variable

			Unconstrained model	Measurement weights model		
χ^2			17.139	86.399		
χ^2 difference			69.260			
p-value of χ^2 difference			.498			
			Korea	China	Japan	
EM	→	JS	.875**	.668**	.633*	
	→	AC	.626**	.402*	.460*	
	→	CC	-.034	.177*	-.242*	
	→	NC	.260**	.208**	-.034	
JS	→	TI	-.178**	-.430**	-.267**	
AC	→		-.244**	-.345**	-.213**	
CC	→		-.095**	.189**	-.083	
NC	→		-.102*	-.189*	-.085	
EM	→		.126*	.415**	.168*	

Note) Standard β (t), **Significant at 0.001 Level, *Significant at 0.01 Level, *Significant at 0.05 Level

5. Conclusion

This research focused investigates the effect of psychological empowerment on turnover intention through job satisfaction and organizational commitment and moderating effect of country. There are three key results. First, Job satisfaction(-.268), affective organizational commitment (-.275), normative organizational commitment (-.215) negatively influence turnover intention which is consistent with previous literature(Major et al., 2007; Mittal, 2016; Kerdngern & Thanitbenjasith, 2017; Naidoo, 2018). However psychological empowerment (.194) gave positively influence turnover intention which is opposite with previous literature (Sparrowe, 1994; Koberg et al., 1999; Sinha et al., 2016; Yelamanchili, 2018). This need feather study to explain this result. Second, research finding revealed that partial mediating role of job satisfaction and organizational commitment between psychological empowerment and turnover intention. Third, country matters and there are similar results yet also different results among Korea, China and Japan. Therefore managerial implication can be suggested both in similarity point and in differentiation point of three countries.

Based on the results, three managerial implications could be suggested. First, psychological empowerment on job satisfaction, psychological empowerment on affective organizational commitment, job satisfaction on turnover intention, affective organizational commitment on turnover intention and psychological empowerment on turnover intention could be manage similarly to all three countries, Korea, China and Japan. However the effect of direction is same but the level of affectation is different. Therefore, prioritizing difference has to be considered in managing Korea, China and Japan employee. Second, psychological empowerment on normative organizational commitment and normative organizational commitment on turnover intention need consideration in managing Korea and China but not to Japan. Third, there are relations which need opposite management. Psychological empowerment on continuance organizational commitment show opposite results in China versus Japan. And also continuance organizational commitment on turnover intention show opposite results in Korea versus China.

Even though interconnectedness and interdependent relationship among Korea, China and Japan are high, there are not enough studies of three countries employee management level. Most three country comparison studies are focus on areas of competitiveness, structure or character of specific industry or sector of business. Given the importance of human resource management in corporate management, this research results give implication on whether to manage Korea, China and Japan employees similarly or differently.

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