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The Influence of Employability, Work Motivation and Job Satisfaction on the Turnover Intention of Higher Vocational Graduates in Shandong China

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Abstract

This study selects 101 higher vocational graduates in Shandong Province China as the research sample for the pilot study, use PLS to construct a model of the influencing factors of higher vocational graduates turnover intention. Employability has no significant effect on turnover intention, work motivation has a significant effect on turnover intention, and job satisfaction has no significant effect on turnover intention. Employability has a significant effect on job satisfaction, and work motivation has no significant effect on job satisfaction. Employability does not significantly affect turnover intention through job satisfaction, and work motivation does not significantly affect turnover intention through satisfaction. This article is the latest research on the influencing factors of higher vocational graduates' turnover in Shandong Province by applying PLS, and has certain reference value for follow-up related research.

Keywords: Work Motivation, Job Satisfaction, Turnover Intention, Smart PLS

Introduction

Employee turnover is defined as the percentage of employees that leave a company and are replaced by new hires (Zhang, 2002). Employee turnover can be classified into two types: voluntary and involuntary. Voluntary turnover refers to decisions made mostly by employees who are leaving the organization, including all kinds of resignation; involuntary turnover refers to decisions made mostly by the firm, including fire, dismissal, and other kinds. Involuntary turnover can be expected and controlled by business owners, whereas voluntary turnover is difficult to forecast ahead of time. The influence of different types of employee turnover for enterprises is different, but too much voluntary turnover is adverse to the organization. Therefore, scholars pay more attention to voluntary turnover.

Turnover intention(TI) is taken as a precursor of employee turnover (Aladwan et al., 2013). Another benefit of using turnover intention over actual turnover rate is that intention is easier to predict than turnover and is controlled by the individuals themselves (Shore & Martin, 1989).

Higher vocational graduates are the students in higher vocational colleges that have passed the three-year study at school, have reached the graduation standard, and have successfully found a job (MCS Research institute, 2014. Higher vocational education plays an important role in national higher education China Statistical Yearbook, 2013-2018）.In the past five years, higher vocational graduates accounted for nearly 50% of the entire college graduates. In the past five years, the turnover rate of higher vocational students after graduation for half a year is 10% higher than the overall national level, which is higher than 20% of undergraduate institutions. In the past five years, 75% of higher vocational graduates have resigned from their employment, 60% of higher vocational graduates have changed 2-3 employers within three years, 9% of higher vocational graduates have changed to four employers, and 7% of higher vocational graduates have five even more employers in three years (MCS Research institute, 2014-2018).

Literature Review

Turnover Intention

Turnover intention is taken as a precursor of employee turnover(Aladwan et al., 2013).Another benefit of using TI over actual turnover rate is that intention is easier to predict than turnover and is controlled by the individuals themselves (Shore & Martin, 1989). Models of employee turnover tend to fall into one of the two categories: process models or content models (Maertz & Campion, 2004).

Turnover process models focus on the sequence of steps employees go through during the process of quitting, such as developing feelings of dissatisfaction, thinking about quitting, searching for alternative employment, and then quitting their current jobs. On the other hand, content models focus on factors that cause employees to quit, incorporating constructs such as attributes of the job, organization, and individual as well as alternative opportunities (Hom et al., 2012). Finally, some models include both the process and content.

A review of the turnover literature indicates content models tend to utilize far more diverse sets of variables when predicting employee job search and turnover. Other unified turnover models have been developed, but they all have one thing in common: they lack parsimony. It is not uncommon for content models to present anywhere from 8 (Maertz & Griffeth, 2004), to about 16 (Bluedorn, 1982; Vandenberg & Lance, 1992), to over 24(NOMURA, HIGASHIDA, & YOSHIKURA, 1964)distinct factors that influence employees' turnover decisions. Meta-analysis included over 30 effect size estimates for the relationships between content variables and turnover (Griffeth et al., 2000), with this meta-analysis predating the development of turnover predictors developed in the more recent content models of turnover (Maertz & Griffeth, 2004; Mitchell et al., 2001).

At present, more scholars focus on the content model of turnover intention. The study of turnover intention factors is more about job satisfaction (Addai et al., 2018; Duan et al., 2019; Falatah & Conway, 2019; Lambert et al., 2001; Liu et al., 2019; O'Connor, 2018; Luz et al., 2018; Robinson, 2000; Sanjeev, 2017; Vermeir et al., 2018),work engagement (Edwards-dandridge, 2019; Ramaprasad, Lakshminarayanan, & Pai, 2018), organizational commitment (Fernet, Trépanier et al., 2017; Lam et al., 2002; Luz et al., 2018; Robinson, 2000),organizational Support (Baranchenko, Xie, Lin, Lau, & Ma, 2019, 2020), different leadership types (Ertas, 2019; Gagné et al., 2015; Mansour & Dean, 2016; Rader, 2015), and work environment (Chang, Lee, Chang, Lee, & Wang, 2019; Lambert et al., 2001; Zopiatis et al., 2014).

Regarding the factors affecting the resignation of vocational graduates, Chinese academia have mostly focused on analyzing and researching through qualitative and quantitative analysis. In the early stage, qualitative methods were the main method. Wang (2017); Li (2015); Wang (2015); Lv (2015) believe that higher vocational graduates are the primary force of high-skilled talents. The main factors for their resignation are: the pursuit of higher salaries high labor intensity, looking for greater personal development space, low social status, unoptimistic working environment and other personal factors, as well as other factors such as employment units and talent training units.

In the later period, quantitative methods have gradually emerged to more accurately analyze the influencing factors of vocational graduates' intention to leave. Sun et al (2018); Li et al (2018); and Ran (2015) had verified through quantitative analysis that they believe that the employment expectations of vocational graduates are too high, and their positioning is inconsistent with social needs; lacking Hardworking spirit; lack of life experience. At the same time, the role pressure of graduates significantly negatively affects job satisfaction; the role pressure of graduates significantly positively affects the willingness to leave; the job satisfaction of graduates significantly negatively affects the willingness to leave; the job satisfaction of graduates is between the role pressure and the willingness to leave Part of the intermediary.

Throughout the research on the turnover intention of higher vocational graduates, more quantitative research is needed to construct a model to verify and analyze the influencing factors of higher vocational graduates' turnover intention. This article uses the PLS method to explore the influence of employability, work motivation and job satisfaction on the turnover intention of higher vocational graduates. This research is not only the verification and development of the theory of turnover content in China, but also enriches the research on the turnover of higher vocational graduates in China from the perspective of research methods and research content.

Job Satisfaction

Job satisfaction is a collection of “feelings and beliefs individuals have about their current jobs” (George & Jones, 1996) .

Job satisfaction influences the decision of an employee to stay of leave and organization. Employees who are dissatisfied with their jobs are more likely to leave the company. Employees who believe they are treated fairly and rewarded for their work are less likely to depart. The association between contentment and intention to leave is influenced by a few factors. Commitment and the overall economy are the two. Personnel who are devoted to the organization and fear they will be unable to find another employment due to the poor state of the economy want to stay. Personnel who believe the economy is doing well, there is low unemployment, and they may find better possibilities elsewhere are more inclined to leave the company. Managers should make every effort to keep high-performing personnel on the job. Functional turnover is the idea that there is a lot of turnover among weak performers (Aydogdu, 2011).

Employability

Employability is a possessing the capability to obtain and maintain work that is fulfilling (Hillage & Pollard, 1998). Further, and more broadly, employability is the capability of individuals to effectively utilize their knowledge, skills, and attitudes within a particular context to self- sufficiently realize their potential by sustaining their own employment.

External employability has a positive influence on turnover intention, while internal employability has a negative influence on turnover intention (Baranchenko et al., 2019). Employability appears to primarily induce vocational mobility (Berntson et al., 2010).

Work Motivation

Work motivation is commonly defined as the psychological processes that determine (or energize) the direction, intensity, and persistence of action within the continuing stream of experiences that characterize the person in relation to their work (Kanfer, 1990).
Pinder (1998) defines work motivation as "a complex of energetic factors that originate both within and beyond an individual's existence, and that govern the form, direction, intensity, and length of work-related behavior."

Conceptual Frameawork

Job satisfaction (JS) measured by external job satisfaction(EXJS) and internal job satisfaction(INJS), use the MSQ (Manual for the Minnesota Satisfaction Questionnaire). Employability(EA) measured by emotional intelligence & self-management(EAEISM), academic performance &study skills(EAAPSS), career development learning(EACDL), problem solving skills(EAPSS), work & life experience(EAWLX), use the questionnaire (Pool et al., 2014). Work motivation measured by amotivation(WMA), extrinsic motivation(WMEM), intrinsic motivation (WMIM, use the Multidimensional Work Motivation Scale (Gagné et al., 2015). Turnover intention use the turnover intentions scale (Dwivedi, 2015).

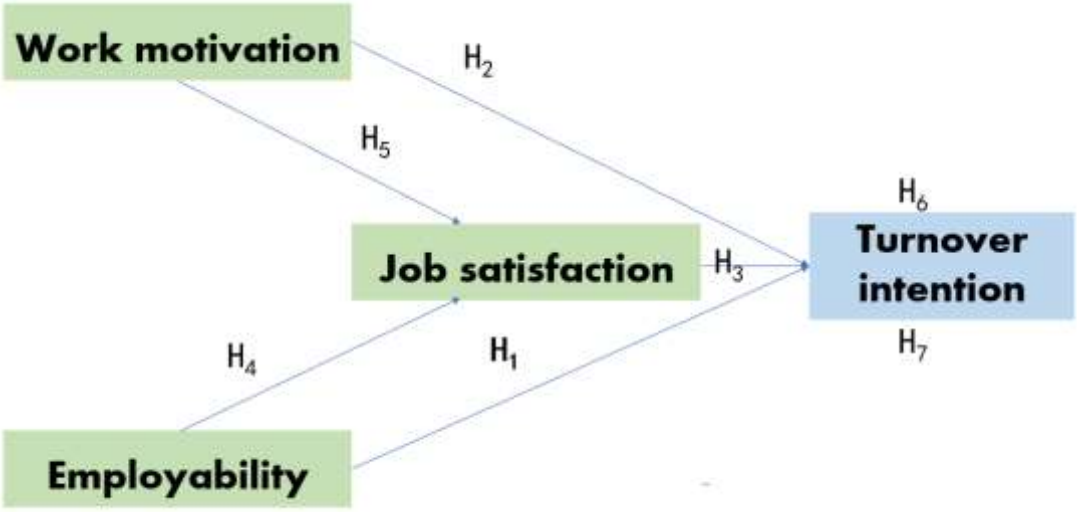

Figure 1: Conceptual framework

Hypotheses

H1: Employability has a significant impact on turnover intention.
H2: Work motivation has a significant influence on turnover intention.
H3: Job satisfaction has a significant impact on turnover intention.
H4: Employability has a significant impact on job satisfaction.
H5: Work motivation has a significant impact on job satisfaction.
H6: Employability has a significant impact on turnover intention through job satisfaction as an intermediary.
H7: Work motivation has a significant impact on turnover intention through job satisfaction as an intermediary.

Methodology

This study uses partial least squares to construct a structural equation model of the factors affecting turnover of vocational graduates, and explores the influence of employability, job motivation, and job satisfaction on turnover intention.

In this study, 101 valid questionnaires for pilot study were distributed and recovered through the questionnaire survey, involving vocational graduates who graduated in 2019, 2018, and 2017 from a vocational college in Shandong Province who are still in employment. Descriptive analysis using SPSS 25 software is as follows.

It can be seen from Table 1 that there are 30 males and 71 females among the 101 graduates of higher vocational education, and the ratios of males and females are 29.7% and 70.3% respectively.

Table 1
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	30	29.7	29.7	29.7
	female	71	70.3	70.3	100.0
	Total	101	100.0	100.0	

As shown in Table 2, among the 101 higher vocational graduates, 47 graduated in 2019, 38 graduated in 2018, and 16 graduated in 2017. The number of graduates in 2019, 2018, and 2017 as a percentage of the total sample size are 46.5%, 37.6%, and 15.8% respectively.

Table 2
Graduate years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2019	47	46.5	46.5	46.5
	2018	38	37.6	37.6	84.2
	2017	16	15.8	15.8	100.0
	Total	101	100.0	100.0	

From Table 3, we can see the employment situation of 101 higher vocational graduates. There are currently 13 people working in institutions, 4 people working in government departments, 47 people working in enterprises, and 37 people working in other units. The percentages are 12.9%, 4%, 46.5%, 36.6%, respectively.

Table 3
Nature of work unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	institution	13	12.9	12.9	12.9
	government department	4	4.0	4.0	16.8
	enterprise	47	46.5	46.5	63.4
	other	37	36.6	36.6	100.0
	Total	101	100.0	100.0	

Result and Findings

The data analysis of this research mainly uses Smart PLS 3.0 software to analyze the measurement model and structural model to evaluate the interpretation of the measurement model and the fit of the structural model. The specific analysis is as follows.

Measurement Model Analysis

Table 4 shows the Cronbach's Alpha, Composite Reliability, and AVE values of each indicator in the model measurement. Cronbach's Alpha>0.7, Composite Reliability>0.7, AVE>0.5 in the various indicators of the measurement model facets, indicating that the measurement facets have good internal reliability and validity.

Table 4

Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE)

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
EA	0.945	0.958	0.821
EAAPSS	0.880	0.917	0.736
EACDL	0.903	0.939	0.838
EAEISM	0.910	0.933	0.736
EAPSS	0.877	0.924	0.803
EAWLE	0.868	0.938	0.883
EXJS	0.839	0.882	0.557
INJS	0.917	0.934	0.669
JS	0.913	0.958	0.920
TI	0.896	0.920	0.660
WM	0.780	0.873	0.696
WMA	0.967	0.978	0.938
WMEM	0.868	0.905	0.658
WMIM	0.892	0.921	0.701

Table 5 shows the factor loadings value of each indicator in the model measurement. It can be seen from the table that factor loading>0.7, indicating that each project index has good reliability.

In the PLS model, the R2 (R-Square) is used to evaluate the interpretation effect of the model. If the R2 of all endogenous latent variables in the model is greater than 0, it means that the model has a certain explanatory ability and is considered acceptable. The R-Square value is shown in Table 6. It can be seen from the table that most of the indicators R2>0.67 of each endogenous latent variable indicates that it has good explanatory power.

Table 5
Factor Loadings

	TI
TI1	0.871
TI2	0.840
TI3	0.775
TI4	0.874
TI5	0.788
TI6	0.713

	EA
EAAPSS	0.950
EACDL	0.874
EAEISM	0.892
EAPSS	0.906
EAWLE	0.906

	WM
WMA	0.803
WMEM	0.900
WMIM	0.796

	JS
EXJS	0.958
INJS	0.960

Table 6
R^2 (R-Square)

	R Square
JS	0.686
TI	0.590

The calculated value of Cross loadings is shown in Table 7. It can be seen that Factor loading>Cross loadings of each variable index indicates that there is obvious discrimination validity between each measurement index.

Table 7
Cross Loadings

	EA	JS	TI	WM
EAAPSS	0.950	0.811	0.460	0.548
EACDL	0.874	0.663	0.418	0.559
EAEISM	0.892	0.779	0.311	0.479
EAPSS	0.906	0.766	0.428	0.519
EAWLE	0.906	0.711	0.506	0.558
EXJS	0.767	0.958	0.316	0.396
INJS	0.815	0.960	0.309	0.415
TI1	0.381	0.260	0.871	0.659
TI2	0.354	0.203	0.840	0.643
TI3	0.511	0.416	0.775	0.649
TI4	0.348	0.223	0.874	0.676
TI5	0.263	0.157	0.788	0.556
TI6	0.425	0.327	0.713	0.537
WMA	0.353	0.145	0.697	0.803
WMEM	0.459	0.341	0.686	0.900
WMIM	0.662	0.571	0.537	0.796

At the same time, according to the recommendations of Fornell and Lacker, the $\sqrt{AVE}$ value is shown in Table 8. From the table, it can be seen that $\sqrt{AVE}$>Pearson correlation of each aspect, indicating that each index has obvious discrimination validity.

Table 8
$\sqrt{AVE}$ value calculated according to Fornell and Lacker recommendations

	EA	JS	TI	WM
EA	0.906			
JS	0.825	0.959		
TI	0.469	0.326	0.812	
WM	0.588	0.423	0.767	0.834

Structural Model Analysis

Path Coefficients are shown in Table 9. Analyzing the p-value of Path Coefficients, we can see that employability has a significant impact on job satisfaction. Hypothesis H4 holds; employability has no significant impact on turnover intention, hypothesis H1 Not established; job satisfaction has no significant effect on turnover intention, hypothesis H3 does not hold; work motivation has no significant effect on job satisfaction, hypothesis H5 does not hold; work motivation has a significant effect on turnover intention, hypothesis H2 holds.

Table 9
Path Coefficients

	Beta coefficient)	T Statistics (|O/STDEV|)	P Values
EA -> EAAPSS	0.958	124.429	**0.000**
EA -> EACDL	0.876	18.206	**0.000**
EA -> EAEISM	0.892	42.142	**0.000**
EA -> EAPSS	0.905	48.570	**0.000**
EA -> EAWLE	0.907	47.369	**0.000**
EA -> JS	0.880	13.818	**0.000**
EA -> TI	0.069	0.473	**0.636**
JS -> EXJS	0.963	125.062	**0.000**
JS -> ISJS	0.961	128.967	**0.000**
JS -> TI	-0.046	0.407	**0.684**
WM -> JS	-0.094	1.057	**0.291**
WM -> TI	0.746	8.266	**0.000**
WM -> WMA	0.803	17.934	**0.000**
WM -> WMEM	0.903	58.502	**0.000**
WM -> WMIM	0.800	14.618	**0.000**

The intermediary effect in the structural model is shown in the Specific Indirect Effects in Table 10. Combined with the P value, employability has no significant impact on turnover intention through job satisfaction as an intermediary. Hypothesis H6 does not hold; work motivation does not have a significant influence on turnover intention through job satisfaction as an intermediary, so hypothesis H7 is not valid.

Table 10
Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EA -> JS -> EXJS	0.847	0.858	0.063	13.537	**0.000**
WM -> JS -> EXJS	-0.091	-0.101	0.086	1.055	**0.292**
EA -> JS -> ISJS	0.846	0.856	0.063	13.488	**0.000**
WM -> JS -> ISJS	-0.091	-0.101	0.086	1.055	**0.292**
EA -> JS -> TI	-0.041	-0.051	0.104	0.394	**0.693**
WM -> JS -> TI	0.004	0.009	0.018	0.247	**0.805**

Conclusion

This article selects 101 higher vocational graduates in Shandong Province as the research object for the pilot study. Based on PLS, a structural model of the factors affecting the turnover of vocational graduates is constructed. Through the statistical analysis of PLS, it is found that the measurement model has good reliability and validity. The structural model has a good fit. Through the verification of the model, it is concluded that: employability has no significant influence on turnover intention, hypothesis H1 is not supported; work motivation has a significant influence on turnover intention, hypothesis H2 holds; job satisfaction has a significant effect on turnover intention If the effect is not significant, hypothesis H3 does not hold; employability has a significant impact on job satisfaction, hypothesis H4 holds; work motivation has no significant effect on job satisfaction, hypothesis H5 does not hold. The verification of the intermediary effect in the structural model shows that employability has no significant impact on turnover intention through job satisfaction as an intermediary, hypothesis H6 is not valid; work motivation has no significant impact on turnover intention through job satisfaction as an intermediary, and hypothesis H7 does not hold.

Many studies have shown that job satisfaction has a significant impact on turnover intention. In this study, the results show that job satisfaction has no significant impact on higher vocational graduates' turnover intention. Analyzing the research objects selected by this research, among the 101 vocational graduates, those who graduated in 2019 accounted for 46.5% of the total surveyed people. Less than a year after graduated from higher vocational colleges, the higher vocational graduates are still in the transition from student status to workplace employee status. They have not completed their mentality to become a real workplace employee, so the impact of job satisfaction on their turnover intention is not significant.

As of the questionnaire survey, the working hours were less than one year, and the surveyed number was female. It accounts for 70.3%. The length of working hours and whether gender factors will also affect the turnover intention of higher vocational graduates are also the directions that can be studied in future research.

This study uses structural equation modeling and PLS technology to analyze the turnover of higher vocational graduates in Shandong, China, not only to validate and develop the theory of turnover content in China, but also to better verify the impact of job satisfaction, job motivation, and employability on turnover intention. The development of the turnover intention influencing factor model is also a technical advancement of a new research technology that was applied to the study of higher vocational graduates' turnover intentions in Shandong, China. Simultaneously, by examining the impact of job satisfaction, job motivation, and employability on higher vocational graduates' turnover intentions, countermeasures and suggestions for the high turnover rate of higher vocational graduates can be proposed.

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