

A Literature Review of the Effect of Organizational Commitment on Turnover Intention

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Abstract. With the rapid development of social economy, enterprises pay more and more attention to the role of employees in the enterprise, and organizational commitment, turnover rate and turnover tendency are also more and more concerned by enterprises. In the era of Internet economy, the environment faced by more and more enterprises and employees has changed, so the research on organizational commitment and turnover intention needs to keep pace with The Times. Therefore, this paper reviews and sorts out relevant literature on organizational commitment and turnover intention to provide some reference for further research on the relationship between them.

Keywords: Organizational commitment; Emotional commitment; Normative Chenault; Continuous commitment; Turnover intention.

1. Introduction

In today's era, the competition between enterprises is more and more fierce, which is ultimately the competition between talents. Therefore, dimission has always been a hot issue in human resource management research. Relevant studies have shown that organizational commitment is the best predictor of turnover behavior. Therefore, this paper aims to summarize the relevant literature on organizational commitment and turnover intention, and provide some reference for further research.

From the macro level, due to the changes of the employment market, social development and enterprise employees' expectations for their own career development, the dimssion rate in China has changed. At the micro level, the dimission of employees brings heavy burden of dimission cost to enterprises, and brings various problems to enterprises.

2. Organizational commitment

2.1 Definition of organizational commitment

Organizational commitment is a very important starting point of organizational behavior research. Since its emergence, it has been widely concerned by human resource management, psychology and organizational behavior. At present, organizational commitment is usually studied as a mediator variable. In the existing literature, it has been found that personal characteristics, job characteristics and work experience all affect organizational commitment. The change of organizational commitment will lead to the change of turnover intention, attendance rate and job performance.

Organizational commitment has been recognized as a concept put forward by American sociologist Howars S. Becker (1960). Becker believed that the reason why people often follow the activity path may have nothing to do with the activity itself, but is caused by "unilateral input", which refers to all the behaviors that may produce value. Organizational commitment is therefore defined as "a psychological phenomenon in which employees have to stay in the organization due to their increasing investment in the organization". Since then, the term organizational commitment has been widely concerned by scholars.

From the perspective of emotion, Kanter (1968) proposed that organizational commitment is a kind of emotional intensity between employees and organizations. Hall (1970) proposed that organizational commitment is a combination of individual goals and organizational goals, and a process to achieve the consistency of the two goals. Buchannan (1974) proposed that organizational commitment means that individuals identify with organizational behavior and value orientation, and

closely link themselves with the organization. Winener (1982) believes that organizational commitment is a standard that motivates employees to work hard for organizational goals and meet the interests of the organization as much as possible. O'Reilly (1986) proposed that organizational commitment is a kind of invisible psychological contract, which is generated between individuals and organizations and is the combination of employees' obedience, identification and internalization to the organization. Meyer and Allen (1997) defined organizational commitment as an internal connection between employees and the organization, at which time employees identify with the organization and hope to stay in the organization. Mathewsh and Shepherd (2002) put forward that organizational commitment means that employees strongly identify with a series of goals and values of the organization and have a strong intention to stay in the organization. Hulpia (2009) defines organizational commitment as the strength that individuals are willing to pay for the organization because they identify with the organization.

To sum up, this paper defines organizational commitment as an individual's identification and trust of the goals and values of the organization, as well as the resulting positive emotional experience.

2.2 The structure of organizational commitment

BP neural network is back propagating, mainly composed of three parts: input layer, middle layer and output layer. The number of nodes in the input and output layers is relatively easy to determine, but the determination of the number of nodes in the hidden layer is a very important and complex problem.

Organizational commitment has always been concerned by the field of organizational behavior, human resource management and psychology. Organizational commitment is an important point in the study of organizational behavior. The research of domestic and foreign scholars on organizational commitment mainly includes three directions: the structure of organizational commitment, the influencing factors of organizational commitment and the outcome variables of organizational commitment.

In the beginning, scholars' research direction was unidimensional. However, with the deepening of research, scholars have different research perspectives, so organizational commitment can be divided into single dimensions, two dimensions, three dimensions and five dimensions.

2.2.1 Unidimensional structure

Organizational commitment was first proposed by Becker (1960). He regarded organizational commitment as a whole, and believed that the reason people often follow the activity route may have nothing to do with the activity itself, but is caused by "unilateral input", which refers to all behaviors that may generate value.

2.2.2 Two-dimensional structure

Meyer (1984) divided organizational commitment into two dimensions, affective dimension and sustained commitment, and developed corresponding scales. Among them, emotional commitment refers to the contract in which employees are willing to stay in the organization and work together to achieve organizational goals because of the emotions generated in the continuous identification and investment of the organization. A continuing commitment is a commitment in which an employee is forced to stay in an organization for fear that the return will disappear after years of investment. The two-dimension structure is a breakthrough of the one-dimension structure of organizational commitment and lays the foundation for the three-dimension.

2.2.3 Three-dimensional structure

Meyer and Allen (1990) proposed a three-dimensional structure of organizational commitment on the basis of the two-dimensional structure, including emotional commitment, sustained commitment and normative commitment. Emotional commitment means that employees actively participate in various activities, identify with the organization and have a sense of collective honor. Continuous commitment refers to an economic exchange in which members of an organization continue to stay

in the organization because they believe that leaving the organization will cause a loss of their previous investment. Normative commitment means that members' sense of responsibility to the organization makes them stay in the organization.

2.2.4 Five-dimensional structure

Ling Wenquan, Zhang Zhcan et al. (2001) discussed for Chinese workers and proposed five basic types of organizational commitment, namely ideal commitment, emotional commitment, normative commitment, economic commitment and opportunity commitment. Among them, emotional commitment and normative commitment are similar to those proposed by Meyer. Ideal commitment refers to the opportunity for organizations to provide support for individuals to achieve goals or ideals; Economic commitment refers to the fact that leaving the organization requires economic loss, which makes the members of the organization have to stay in the organization. Opportunity commitment is someone who has to stay in an organization because they can't find a better job. Furthermore, they pointed out that a member's organizational commitment was not composed of a single factor, but of multiple factors. There are five new combinations of affective ideal commitment, affective economic commitment, normative ideal commitment and economic opportunity commitment.

In a word, there is no unified classification standard for the dimensions of organizational commitment. At present, the most widely used model is the three-dimensional structural model of affective commitment, continuous commitment and normative commitment proposed by Meyer and Allen.

2.3 Influencing factors of organizational commitment

Many experts and scholars at home and abroad have discussed the influencing factors and outcome variables of organizational commitment from different scenarios. Antecedent variables of organizational commitment refer to the relevant factors that can cause changes in organizational commitment. Steers studied the influencing factors of organizational commitment as early as 1977, and believed that job characteristics, work experience and personal characteristics were the three important antecedent variables of organizational commitment. Based on the domestic and foreign researches, the influencing factors of organizational commitment can be divided into three categories: individual factor, job factor and organizational factor.

In terms of individual factors, existing studies mainly include age, gender, educational background, marital status and working experience. Mathieu and Zajac (1990) found that demographic variables had an impact on organizational commitment, among which individual age and working time had a positive impact on organizational commitment, while educational background had a negative impact on organizational commitment. Yang Chunjiang et al. (2007) found that marital status and working time had a significant impact on organizational commitment, as did age and turnover frequency. Cui xun found that educational level, gender and hukou location all had significant effects on organizational members' emotional commitment.

In terms of job factors, the current research includes job definition, job involvement, job autonomy and job challenge. Morris and Sherman (1981) found that leadership recognition and employee mutual assistance at work had a positive impact on organizational commitment. Fields (2004) pointed out that job definition, job challenge, and job autonomy all have a positive relationship with organizational commitment.

In terms of organizational factors, existing studies include organizational culture, organizational support, organizational justice, and management philosophy. Reyes and Pounder (1993) found a significant positive correlation between organizational culture and organizational commitment. Liu Pu et al. (2008) pointed out that perceived organizational support has a positive impact on organizational emotional commitment and normative commitment. When organizations provide help to employees, employees will have a sense of happiness and satisfaction, which leads to the strengthening of organizational commitment of employees. Zhang Wei et al. (2015) found that employee-oriented culture has a positive impact on organizational commitment, while results-oriented culture has a negative impact on organizational commitment.

3. Turnover intention

3.1 Definition of turnover intention

Dismissal is considered to be a process in which an employee leaves an organization and the relationship between the individual and the organization changes during this process. Price (2000) proposed dismissal in a broad sense, believing that dismissal is the change of an individual's status in an organization, and the change of position is also included in the scope of dismissal. Mobley (1977) proposed dismissal in a narrow sense. He believed that the inflow of labor force from inside the organization to outside the organization was dismissal, that is, the labor relationship between individuals and the organization was terminated, and dismissal did not include the rise and fall and transfer of posts within the organization. Dismissal is also divided into active dismissal and passive dismissal. Price first proposed that voluntary dismissal refers to a situation in which an individual is unwilling to stay in an organization, which is uncontrollable for the organization. Passive dismissal refers to the situation that the organization is not willing to allow individuals to stay in the organization, which is controllable for the organization. Combining dismissal in a narrow sense and voluntary dismissal, this paper regards dismissal as the behavior of an individual who is unwilling to stay in the organization and thus terminates the labor relationship with the organization.

Turnover tendency can predict the occurrence of turnover to a great extent, so the concept of turnover tendency has been studied by many scholars at home and abroad. According to Poter and Steer (1973), turnover tendency refers to an individual's desire to leave his or her post in search of new job opportunities due to an unpleasant or unsatisfactory experience in the organization. Williams and Hazer (1986) believed that turnover intention was the intensity of employees' intention to leave the current organization, and individuals began to make plans for turnover. CAI Kunhong (2000) believes that individuals will make a series of psychological activities before dismissal, and dismissal tendency is the last stage of dismissal. Sun Huaiping (2021) combined the definition of "dismissal" and "tendency", and concluded that dismissal tendency is defined as the idea of leaving the current organization caused by an individual's subjective dissatisfaction with the current job, as well as a series of possible subsequent job-hunting behaviors.

Based on the above research, this paper finally defines turnover intention as a psychological state of employees who want to leave their work unit, and it is a direct factor that determines whether turnover behavior occurs.

3.2 Influencing factors of turnover intention

Since the 1920s, scholars have been discussing the dismissal until now, among which dismissal tendency has attracted much attention from scholars at home and abroad. Turnover intention is influenced by macro and micro levels. From the macro point of view, the level of economic development, the change of economic structure and unemployment rate and other factors can affect the turnover intention of employees. From the micro point of view, organizational development and personal situation can affect employee turnover tendency. Combined with the research of domestic and foreign scholars, the academic research on turnover tendency can be divided into three levels: individual, organization and external.

Personal level, such as employees' demographic characteristics, personal characteristics, emotional management ability, organizational commitment, perceived work stress, etc. Zeffane (1994) found that the gender, interest, intelligence level and ability of employees had a significant impact on individual turnover intention. Lin Yaqing et al. (2014) pointed out that employees' own mentality has a significant impact on dismissal intention, and the more optimistic employees are, the lower their dismissal intention will be. Li Xianyin et al. (2018) found that emotional commitment, normative commitment and continuous commitment in early career have a significant negative impact on turnover intention. Sun Huaiping (2021) found a significant negative correlation between emotional management and turnover intention of the new generation of employees. Li Zhengdong et al. (2021)

pointed out that the greater the challenging pressure, the lower the dismissal tendency of employees; the greater the obstructive pressure, the higher the dismissal tendency of employees.

Organizational level, such as organizational development, working environment and superior leadership, etc. Abrams et al. (1998) pointed out that organizational identity has a negative impact on turnover intention, and the stronger the employee's organizational identity is, the lower the turnover intention will be. Selden and Sowa (2015) pointed out that high performance work practices have a significant negative impact on turnover intention. Tao Jianhong (2020) believes that organizational political atmosphere can promote the turnover tendency of the new generation of employees. Sun Huaiping (2021) found a significant positive correlation between abusive management behavior of leaders and turnover intention of the new generation of employees.

External level, such as economic development level, industry status, external job opportunities, etc. Aeffance (1994) pointed out that external job opportunities were positively correlated with employee turnover intention. Ling Wenquan et al. (2005) pointed out that employment conditions, including labor market demand, external employment opportunities, unemployment rate, etc. had an important impact on turnover intention. Ma Jie (2020) points out that external employability perception has a significant positive impact on turnover intention.

4. Summary

Through the research and sorting of domestic and foreign literature, we find that the relationship between organizational commitment and turnover intention has achieved some results.

Porter&steers (1974), Kraut (1975), Monday (1979), Abelson (1983) et al., through empirical research, they pointed out that organizational commitment was significantly negatively correlated with turnover intention. This conclusion has been supported and verified by many scholars, For example, Steer (1977), Michael&Spector (1982), Rabinowitz (1993), Mathieu&Zajae (1990), dai yilan (2015), hasna et al. (2020), ren li (2022).

In Meyer&Allen's three-factor model of organizational commitment, different factors have an impact on turnover intention, but there is no unified research result about it in the academic circle at present. Jaros (1997) pointed out that in the three-factor model of organizational commitment, emotional commitment had a negative correlation with turnover intention, while normative commitment and continuous commitment had no correlation with turnover intention. Yuan Ling & Wang Ye et al. studied this point through the Price model, and showed that emotional commitment, continuous commitment and normative commitment were significantly negatively correlated with turnover intention, among which emotional commitment was the most significant. Li Xianyi (2018) took the new generation of employees as the research object, and found that the emotional commitment of the new generation of employees has a significant negative correlation with turnover intention, but failed to find that normative commitment and continuous commitment have a significant impact on turnover intention.

Organizational commitment is a good predictor of turnover behavior. Steer et al. (1977) pointed out that organizational commitment is significantly correlated with employee retention tendency, that is, organizational commitment can reduce employee turnover tendency. Lowe et al. (2002) pointed out that the higher organizational commitment is, the more active employees are in attendance and the lower turnover tendency.

In addition, many studies have also pointed out that organizational commitment has a greater impact on turnover intention than job satisfaction. For example, Michaels&Spector (1982), Kraut (1975) and Robbins (2005) found that organizational commitment had more influence on employees' dismissal behavior than job satisfaction. Domestic scholar Huang Chunsheng (2004) also put forward this point by studying the manufacturing production supervisors in Xiamen.

Based on the above studies, we can conclude the common views of scholars at home and abroad on organizational commitment and turnover intention, that is, organizational commitment can

effectively predict employees' turnover intention, and the higher the employees' organizational orientation is, the lower their turnover intention will be.

5. Future development and prospects

Through the above literature review, it is found that scholars at home and abroad generally believe that organizational commitment has an impact on turnover intention, while the impact of different dimensions of organizational commitment on turnover intention has not reached a unified conclusion. In the process of literature review, organizational commitment is more regarded as a moderating variable than as an independent variable. In recent years, there have been fewer and fewer studies on organizational commitment and turnover commitment. In the new era and business model, the effect and influence of various dimensions of organizational commitment on turnover intention may need to be further verified.

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