Master Thesis

Why do doctors quit?
The mediating role of organizational commitment in the relationship
between job satisfaction and turnover intention

Master of Arts in International Hospitality and Service Management

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Declaration

I herewith declare that

1. This work is composed by me.

2. This work has not been accepted in any previous application for a degree or diploma by me or anyone else.

3. The work of which this is a record is done wholly be me.

4. All verbatim extracts have been distinguished by quotation marks and the sources of my information have been specifically acknowledged.

Signed:

Name: RUI XU

Date: 29th of August, 2016

Place: Leeuwarden

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接下来，

感谢我的妈妈刘瑛女士。

她是我一生的挚友、良师、至亲。

母亲的良善、温柔、慈爱、智慧保守、引领着我，从我出生的那一刻，至此时，直至永远。

谨以此文献给我的母亲。

Abstract

This study investigated how job satisfaction influenced organizational commitment which, in turn, influenced employee turnover intention among medical staff in a Chinese hospital in Beijing. Data were collected from 107 hospital employees using a questionnaire-based survey. The survey measured various demographic factors (i.e., age, gender, education, and department), job satisfaction, organizational commitment, and turnover intention. Results showed that the youngest and oldest staff were the least likely to have turnover intention; doctors, compared with admin and nursing staff, were the most likely to have turnover intentions; those staff with a medical degree were more likely to have turnover intentions than those without. Finally, mediation analysis showed that organizational commitment mediated the negative relationship between satisfaction and turnover intention. Practical and theoretical implications are discussed.

Keywords: job satisfaction, organizational commitment, turnover intention, hospitals

CONTENTS

TABLES

1. Introduction

1.1 Research background

In recent years, with the improvement of people's living standard, people also have an increasing demand for health accordingly. Together with the influence of the aging population and the increase in chronic diseases, the shortage of medical talents becomes more serious. (Heller, B. R., Oros, M. T., & Durney-Crowley, J., 2000). It is shown in the research data 2 that currently, the quantity of nursing gap in the US is 300,000, which is predicted to reach 500,000 in 2020. Additionally, the quantity demand for nurses in the UK will be 200,000, and the quantity demand in Canada will also be more than 90,000 in 2020.

With the deepening of China's medical and health system reform, there is an intensifying intensified competition between hospitals, and the "job-hopping" phenomenon of hospitals and doctors also increases day by day. Under such circumstance, main "hospitals" in the field of medical services are largely impacted, the role of doctors is also experiencing some changes, and doctors are facing more job risks. Medical work is an important part of the medical service system, and it is also the essential element for hospitals to survive and develop. To adapt to the reform and have a better survival, all hospitals pay special attention to the management of the medical service quality. An increasing number of hospital managers have realized that to ensure the medical quality, the first thing is to build and own a doctor team with strong cohesion and positive work attitude. In the context, the hospital has higher demands for the human resource management of doctors: how to more effectively manage and encourage medical personnel and how to ensure the loyalty of doctors to the hospital have become one of the issues concerned by the hospital managers (*Mathauer, I., & Imhoff, I., 2006)* As the provider of medical services and the guarantor of the medical quality, the quantity and quality of doctors are crucially significant. On the other hand, work attitude of doctors directly determines the quality of medical services and influences the patient satisfaction. For this purpose, the theory of organizational commitment embodying the loyalty and

commitment of doctors to the hospital will be increasingly concerned by the hospital managers. It is greatly urgent to pay attention to the organizational commitment, focus on evaluating the satisfaction of doctors, carrying out the cultivation of the organization commitment and reducing the turnover rate.

As most hospitals in China are non-profit organizations, hospital employees are particular occupational groups. Taking the term of the famous master of management known as Drucker, medical staffs belong to "knowledge workers", and they have the characteristic of "knowledge workers": general occupations have high commitment, while organizations have low commitment. Specifically, their loyalty more directly points to their own specialty, rather than the hospital they work in. To keep pace with the professional development, they frequently update knowledge, and they have the characteristic of learning talents, who mainly obtain the inner satisfaction from the work. For them, keeping the competitive condition in the career is the most important thing, and which hospital they will work for seems not so important by contrast. Due to these characteristics, studies on the organizational commitment and turnover intention of doctors cannot directly take the model designed for the enterprise employees. Instead, it is required to carry out the targeted redesign on the basis of reference.

Nowadays, the aging phenomenon has been intensifying over the world, and all countries have great demands for medical talents. China has a large population base, so that the shortage of medical talents seems more serious. According to the 2011 China Statistical Yearbook announced by the Ministry of Health, the number of medical doctors in China was 2.413 million in 2010, the number of registered nurses was 2.048 million, and the ratio of doctors to nurses was only 1:0.8_5. According to the related provisions of Trial Draft on the Principle of the General Hospital Organization issued by the Ministry of Health in 1978 that is still followed by domestic hospitals, the gap of registered nurses reached the number of 2.77 million if calculated according to the 1:2 ratio of doctors to nurses, while the average level of the international ratio of doctors to nurses was 1:4.7. The survey and research of 126 second-class or above hospitals launched by the whole national medical collaboration network in 2014 indicate that 88% hospitals have the problem of the shortage of medical staffs, and the average vacancy is

27._5070. The average ratio of bed to nurse of the general ward is 1:0.26, which is lower than 1:0.4 required by the Ministry of Health, while such ratio in many other countries basically maintains over 1:1. The shortage of medical talents directly causes the situation that the medical work load of hospitals in China is heavier than that of most other countries, and meanwhile this also directly influences the medical service quality and the safety of patients.

1.2 Research significance

Taking 'Why do doctors as the title of thesis has a certain theoretical significance. In the process of research, it is discovered that the previous studies mainly focused on the relationship between the employee turnover and the organizational commitment or the employee turnover and the job satisfaction, and few meanwhile researched the influence of the organizational commitment and job satisfaction on the employee turnover in the hospital, which is a special organization. Additionally, studies nowadays have not fully reflected the current situation. Therefore, this paper will discuss the difference among the job satisfaction, organizational commitment and turnover intention in the demographic characteristics, as well as the organizational behaviors related to the turnover intention (organizational commitment and job satisfaction) according to the questionnaire to the staff in CNPC Central Hospital, so as to provide the hospital staff of different levels, types and countries with basis for reference. Through researching human resources of the staff in a certain highest-level hospital in China, this paper has provided the medical departments with reference materials for the doctor turnover intention.

So far, there are some studies on the job satisfaction of the medical staff at home and abroad, while related studies at home are not profound enough, and studies on the relationship among the job satisfaction, organizational commitment and turnover intention of the medical staff in the Health Service Department remains superficial. Moreover, it is the period of medical system reform now, and the orientation of the medical system reform is not clear, which has many changes. In such context, this paper timely constructs the evaluation system of the relationship among medical staff satisfaction, organizational commitment and

turnover intention according to the actual conditions, and carries out the research from different perspectives, hoping to come to results with both the strong actual application value and theoretical reference value.

The theoretical significance of this research is shown as follows:

This research has made clear the influence of personal factors (the demographic variable) on the turnover intention, organizational commitment and satisfaction of the hospital staff through discussing the work status of them, thus making studies on the job satisfaction, organizational commitment and turnover intention of the hospital staff more profound to provide the latest situation.

This research has analyzed the relationship among variables through the empirical study on the turnover intention, organizational commitment and job satisfaction of the hospital staff. By carrying out the summary and review of the scale used at home and abroad, this paper provides a new scale of the behavior related to the satisfaction, organizational commitment and turnover intention, which offers a reference for further research.

Practical significance

In terms of the turnover intention of the hospital staff, the practical significance of this research lies in that it can provide the hospital with personalized and differentiated basis of management services, which will finally be implemented into the improvement of the hospital staff's human resource management, as well as the management of the individual behavior. Especially in the era of value diversification and differentiation, the individual difference of the hospital staff is more required. This research chooses the staff of CNPC Central Hospital as the subject, because the author is engaged in the management from a doctor-in-charge with work experience of 8 years, who is strongly interested in this research with sufficient research conditions and needs to complete the task.

1.3 Research execution

Determine the study topic

Firstly, draft a conception of study topic based on the issues that are related to

the author's work background, then make an feasibility study to determine whether that topic is feasible, and finally conduct theoretical and empirical study.

Define the study motivation and purpose

Based on the study topic, define the study motivation and purpose, and then choose study object as well as its scope.

Related studies and discussions

Make clear about the key issues to be solved and main content of this paper via reading previous literature, and then propose hypotheses.

Set up the framework for study

Sort out study framework, determine study variables, establish all hypotheses and design the questionnaires.

Questionnaires

Communicate with the hospital about the study intention and methods for information collection. Afterwards, ask related staffs to distribute the questionnaires and then collect.

Statistic analysis

Select the effective ones from the questionnaires collected, and conduct statistic analysis.

Conclusions and suggestions

Discuss and propose suggestions for that industry according to the results of statistic analysis, verify and judge the hypotheses, sort out the results, draw conclusions, and point out residual issues, offering reference for future study.

1.4 Guidelines for readers

This paper has the following 8 chapters:

Chapter 1 Introduction

This chapter firstly introduced the motivation of topic selection, as well as the theoretical and practical significance of studying this topic, followed by clarification of detailed issues to be studied, then research approach and procedures were proposed, and finally mentioned the structure of this paper.

Chapter 2 Literature Review

This chapter mainly had a review and summary of literature on studies of correlation between job satisfaction, organizational commitment and turnover intention, with systematical induction and reorganization of definitions of these concepts, dimensions involved and influencing factors. The previous study results were summarized via literature review, providing reference for this study. On the basis of systematical reorganization of related literature, this chapter analyzed the influence of job satisfaction on turnover intention., and mediating variable of organizational commitment was introduced to have a deep study on the relationship between them two. Then the causality for turnover intention was analyzed mainly by analyzing the influence of several dimensions of organizational commitment on internal and external job satisfaction.

Chapter 3 Issues for Investigation

Firstly, conceptual model was established, followed by the purpose, aim and relevance of this paper, then the research questions of this paper were proposed after defining the study objectives.

Chapter 4 Methodology

Make effective questionnaires for studying doctors' organizational commitment, and then pretested and amended them. The situation of sample was presented and data collection procedure was also described.

Chapter 5 research Findings and Analysis Results

In this chapter, the collected questionnaires were analyzed via 2 software, in order to explore the correlation among those 3 variables and the influence of mediating variable. The reliability and validity of these questionnaires was analyzed via SPSS16.0, meanwhile, descriptive analysis, T-test, correlation analysis and regression analysis were conducted on doctors' job satisfaction,

organizational commitment, turnover intention and discrepancy of demographic variables. Then statistical conclusions were drawn and the correlation between analytic results and research questions were discussed.

Chapter 6 Discussion

Explored and compared the study results with previous studies mentioned in literature review, whether the results of this study and previous studies have consistency was argued, with the discrepancy described if any. Finally, the study results were analyzed and discussed further.

Chapter7 conclusions

Study conclusions were drawn based on study results.

Chapter 8 Recommendations

The shortcomings and limitations of this study were checked, and then gave suggestions for future study. After guiding significance for management practice was specified, recommendations for future study were proposed finally.

2. Literature Review

2.1 Job Satisfaction

2.1.1. Definition of Job Satisfaction

As one of the most widely used terminology in management psychology, job satisfaction has become the criteria to measure the objectives of an organization. It could be traced back to the "Hawthorne experiment" conducted and led by Dr. Mayo (1993), the result of which indicated that the emotion of staffs during work would have influence on their work behaviors, and an individual's social and psychological factor is the decisive factor for the improvement of his or her job satisfaction. In one of Hoppock (1935)' books, job Satisfaction), the concept and connotation of job satisfaction is explained for the first time. He argues that job satisfaction is one person's subjective perspective for work situation, and the perceived extent of his satisfaction for work itself and work environmental factors in terms of psychology and physiology. Herzberg (1959) views motivational factors, such as job achievement, social recognition and so on, as the key factors for staffs' job satisfaction, while hygiene factors like reward have slight impact actually. Alderfer (1969) alters the Hierarchy of needs theory by Maslow, and pointed out that ERG theory (Existence needs, Relatedness needs, Growth needs). Meanwhile, Alderfer (1969) believes that it's crucial to realize employees' aspiration. Afterwards, a lot of interpretation has been made on the meaning of job satisfaction. One typical opinion, from Locke (1969), considers job satisfaction as the cheerful or positive emotion status held by an employee for the work finished, i.e. Job satisfaction is the employee's extent of favor and satisfaction for his or her own work, and the theory of job satisfaction was also formulated systematically. According to Vroom (1982), job satisfaction is a kind of emotional tendency of an individual for his or her work role, and replace the concept with that of work attitude. In Schultz (1982)'s opinion, job satisfaction is the psychological feelings for jobs, with factors like attitude and feelings involved. Berry (1997) believes that job satisfaction is a kind of psychological reaction of one person for his or her work experience, meanwhile, Robinson (1997) views

job satisfaction as a person's general attitude toward his or her work.

Judging from previous literature, the interpretation for job satisfaction varies a lot, and still doesn't have a recognized concept. However, it's widely considered as one subjective psychology reaction. Therefore, studying this field will greatly benefit the improvement of employees' work willingness and promotion of work performance.

2.1.2. Dimension Partition of Job Satisfaction

The dimension partition of studying satisfaction has been deeply analyzed and discussed from different angles. Dimension represents the factors influencing job satisfaction. Since different measurements have been adopted by researchers, the elements could be different. Moorman (1993) argues that the only way to accurately measure job satisfaction is by rationally dividing the dimensions. The previous partition has been summarized below in table 1.

Table 1 Summary of the previous partition

Dimension (D)	Researcher	Definition
3D theory	Fredlander (1992)	Social and technical environment factor, Self-actualized factor, factor of being recognized by others.
5D theory	Smith (1994)	Work itself, promotion, salary, superior, work partners.
	Brown (1996)	Individual differences, personal traits, role perception, work results, organizational variables.
6D theory	Voydanoff (1980)	Age, term of office, salary, work form, work levels and work environment.
7D theory	Vroom (1964)	Company and authorities, superior, work content, promotion, welfare, work conditions and work partners.

2.1.3. Influence factors of job satisfaction

The previous literature on influence factors of job satisfaction, noticed by the author, could be divided into 2 types. The first type is studying the influence of demographic variable on job satisfaction, while the other type is focusing on the

correlation between work related factors, including antecedent variables and outcome variables, and job satisfaction variables.

Herzberg (1959) investigates factors that have influence on employees' work attitude. He finds that there are 2 factors, one type is called motivational factors, referring to the internal factors that will make employees remain in long term satisfactory status if they could be well coped with, while the other type is called hygiene factors, referring to external factors, which will not lead to satisfaction when well dealt with, but will lead to dissatisfaction when not well dealt with. In Locke's research, several main factors are listed:

(1) Work nature: Whether the work is complicated or not, whether personal features will be used, whether the development space is enough, and whether that work match with individual interest.

(2) Reward mechanism: Whether an employee will be satisfied with his or her reward has been studied and interpreted previously. According to discrepancy theory (Lawler, 1970), reward satisfaction of one person is dependent on the discrepancy between his or her obtained reward and expected reward. Theory of fairness (John Stacey Adams, 1965) points out that reward satisfaction depends on the comparison between an employee's actual reward and the reward acquired by another person with similar position, as well as that person's contribution to work. A fair reward includes not only fair salary, but also fair promotion, non-discriminatory policies, equal development chances, etc. Whether these factors are fair, will greatly influence an employee's work satisfaction.

(3) Work environment: 2 items are included here, cultural environment and material conditions. As for cultural environment, according to studies of Eimbel, Lehrman and Stronsberg, an organization's active support for its employees has positive correlation with job satisfaction, since these support will offer psychological and interpersonal assistance and motivate staffs to achieve high performance. Positive cultural environment also means value recognition, wide development space, etc. Accordingly, material conditions refers to the comfort

degree and safety of work environment (safety loopholes, temperature, illumination, cleanness, health, etc.), work convenience (easy operation of tools, problem solved timely, smoothness of coordination between colleagues, etc.) and so on, influencing job satisfaction.

(4) Interpersonal relationship: Interpersonal relationship, either between staffs and their superiors, colleagues and subordinates, or between them and suppliers, clients and other stakeholders, is becoming a more and more important factor influencing job satisfaction. As employees are facing more relationships with more complexity in modern society, EAP programs, regular vocations, training and so on, have been introduced in many companies to solve employees' confusion in interpersonal relationship, and improve their job satisfaction as well.

(5) Individual traits: Individual differences, caused by age, gender, culture value orientation, work experience, personality and even limitations of genetic inheritance, could lead to discrepancy on job satisfaction. One influential study on individual traits is done by Judge (1999). In his study, several core self-evaluation traits are listed, and then the influence of each self-concept trait on job satisfaction is analyzed separately and compared. It's found that these self-concept traits would influence job satisfaction in both direct and indirect ways. When an individual has naturally proactive part in personal traits, he or she will concern more about the positive results during participation in activities, thus his or her satisfaction will be higher, showing a direct influencing way. As for indirect influencing way, self-concept would influence actual cognition firstly, and then the feelings for satisfaction. In this case, if an individual has strong self-concept, he or she will not only be satisfied with job on subjective emotion, but also have good perception for the positive factors in work, thus have higher satisfaction for work. The research by Staw and Ross (1981) illustrates that, to some extent, job satisfaction is similar to personal traits and relatively stable. Both the negative and positive emotion in personal traits have great influence on job satisfaction. In the study of Buchko (1992), it's pointed out that individual traits take up around 10% to 30% of variation amount for the interpretation of job satisfaction, and variation amount of another 10% to 20% is the interaction of individual traits and environmental factors.

2.2 Organizational commitment

2.2.1. Definition of organizational commitment

As one kind of organizational behavior, the concept of organizational commitment is raised by Becker (1960) in his study. In his opinion, organizational commitment is the psychological phenomenon that an employee constantly involvement in an organization until he or she could only further develop in that organization. There are different interpretations on the concept of organizational commitment from different angles, with 2 most common theories: behavior theory and attitude theory. Mowday (1979) believes organizational commitment could be divided into these 2 categories. Behavior theory studies the attitude when an employee is facing a certain behavior, and which factors will not easily change an individual's behavior, as well as which factors have uniformity with an individual's behavior. Based on side-bet theory of Becker and cognitive dissonance of Festinger, behavior commitment aims at the behavior of individuals. The commitment concept defined by Becker is the consistency phenomenon that one person's involvement activities have. For an organization, the involvement of an employee means valuable items like certain skills, energy, welfare, etc. He mentions organizational commitment is the psychological phenomenon that an employee constantly involvement in an organization until he or she could only further develop in that organization, as that employee may suffer loss when leaving the organization, it will be not easy to choose to leave after trade-off. In late 1950s, Festinger's cognitive dissonance theory is committed to explain the correlation between attitude and behavior. He argues that attitude could be used to predict some behaviors afterwards. Attitude theory focuses on studying an individual's attitude when facing the organization, the effort made to gain organizational benefits. The commitment for willingness and attitude to go on work for the organization reflects the essence and extent of the relationship between an employee and the organization. Many of the current studies has been proposed with attitude theory as the entry point.

Organizational commitment has been studied from different angles, so there are different definitions for it. Becker pointed out that commitment is a kind of

psychological mechanism, showing the contract status of an employee and the organization, and it enables that employee work stably for that organization. Kanter (1968) analyzes the commitment mechanism which is under Utopia background, and divided commitment into 3 categories: one is identification-continuation commitment. The reason for this kind of commitment is that an employee continues to work under the requirements of the organization, he or she will suffer certain loss if leaving the organization at this time. The second kind of commitment is combination commitment, referring to the emotion of an individual when facing with the organization. The third commitment is called control commitment, meaning the attitude to show commitment to the organization all the time. Hrebiniak et al. (1972) argues that commitment is an attitude associated with continuation to work in an organization and obtain benefits. From it. He mentions that commitment don't mean an employee's leave from the organization under the attraction of freer work, higher position and more reward. In 1970s, studying organizational commitment become a trend. Buchanan (1974) believes commitment is an individual's emotional tendency for his or her organization. Porter L. W. (1974) define organizational commitment as the single-way involvement from individuals to their organizations and sense of identity for their organizations. He stress several implication of this concept: 1) employees could accept organizational objectives and have strong faith. 2) Employees wishes to achieve development goals in organizations and promote the implementation of organizational strategies. 3) The membership in organizations could be sustained. He also mentioned that commitment embodied employees' emotional dependence on organizations, rather than a kind of economic tool described by Becker. The reason for that employees don't want to leave their organizations, is their emotional dependence on their organizations, rather than their excessive single-way involvement or being afraid of losing welfare they acquired in the past. From perspective of individual behavior, Salancik (1977) mentions that organizational commitment is an employee's dependence on the organization and the behaviors under this dependence. There are several behaving criteria for organizational commitment, including a behavior's visibility, definition, durability, clarity, transparency and voluntary. Based on the theory of attitude change, Reilly and Chatman (1986) divided organizational commitment into 3 levels: compliance, identification and

internalization. According to studies, individuals could get reward from organizations if they obey the arrangement of organizations, while they would combine their personal goals with company's development strategies, if they could identify the organizational objectives and values. Meanwhile, internalization embodies the unification of the objectives and values of individuals and their organizations, leading to their behavior compliance.

2.2.2. Dimension Partition of organizational commitment

The definitions of organizational commitment by different scholars are quite different. The dimensions for studying organizational commitment has been summarized in table 2 as below:

Table 2 Dimension partition and concept summary of organizational commitment

Dimension	Researcher	Concept
1D theory	Buchanan(1974)	Commitment is individuals' emotional dependence on their organizations.
	Porter(1976)	Commitment is the extent of individuals' involvement and identification for their organizations.
	Wiener(1982)	Commitment is an internal code of conduct.
2D theory	Meyer&Allen(1984)	Commitment includes continuous commitment and emotional commitment.
3D theory	Kanter(1968)	Commitment includes identification-continuation commitment, combination commitment and control commitment.
	Meyer&Allen(1990)	Adds norm commitment to continuation commitment and emotional commitment.
4D theory	McGee&Ford(1987)	Considers affection commitment as an independent commitment, and continuation commitment could be divided into 3 aspects.
	Blau&Gary(2001)	Divides commitment into affection commitment, norm commitment, accumulated cost commitment and choice limitation commitment.
	Swailes(2002)	Includes emotional commitment, continuation commitment, norm commitment and behavior commitment.

The 3D theory, developed by Meyer and Allen from Canada, is based on their 2D theory proposed in 1984, with one new dimension added: norm commitment. According to their theory, organizational commitment reflects a certain psychological situation indicating the relationship between an individual and the organization, which embodies his or her decision whether to continue working for that organization. Affection commitment refers to the affection dependence of an individual for the organization or the identification for the organizational objectives and values, while continuation commitment means that an employee believes that he or she will obtain more economic benefits when continuing to work for the organization instead of leaving. And norm commitment refers to an employee' sense of responsibility for continuing to work in that organization because of the influence by moral and ethical factors.

As one of organizational commitments, affection commitment refers to the situation that an employee identifies the organization objective and loves that organization, which lead to his or her commitment and proactive work for the organization. According to the study, affection commitment is a crucial factor for predicting 72% of all results of task feature perception, job satisfaction and turnover intention, with 36% for norm commitment and 7% for continuation commitment. Because of its small proportion, continuation commitment could be neglected. Emotional dependence means that employees and their organizations have built good relationship. Many researchers have shown their concern on emotional commitment when studying organizational commitment. In the study of Stockdale et al. (2002), emotional commitment is far more prevailing under Chinese culture than under North America and South Korea culture. Based on these studies, this paper has chosen the theory of Allen et al. Organizational commitment was adopted as the variable in this paper, in order to analyze its mediating effect between job satisfaction and turnover intention.

2.2.3. Antecedent variables and outcome variables of organizational commitment

Organizational commitment is considered as the drive force for the connection between a series of behaviors of an individual and one or several objectives. It's different from the motivation based on exchange and the attitude associated with

objectives as well, however, it could influence the behaviors of an employee. Since the concept of organizational commitment was proposed, there has been many studies on its antecedent variables and outcome variables, drawing a variety of conclusions.

Antecedent variables of organizational commitment

In the study by O' Reilly (1980) on new employees, the willpower of job choosing is very irretrievable, and job satisfaction has influence on organizational commitment. Mowday, Porter and Spencer (1982) mentions 4 antecedent variables of organizational commitment: (1) personal traits: including gender, education, qualification, age, personality, etc. (2) characteristics of roles: definition of roles, work scope, whether the work is challenging and so on. (3) features of organizational structure: involvement extent, authorization, control range, organization scale, etc. (4) work experience: dependability of organizations, personal significance, expectations and team norms, etc. In terms of job characteristics variable, Wiener&Vardi (1980), Martin & O' Laughlin (1984), as well as Kushman (1992) have studied the correlation between organizational commitment and job satisfaction, find that higher job satisfaction could lead to higher organizational commitment. For organizational characteristics variable, Eisenberger (1990) raises some new theories like exchange theory, reciprocal norms, etc. He points out that employees would have higher level of organizational commitment when perceiving recognition from organizations. Gaetner (1999) conducts empirical analysis and find positive correlation between job satisfaction and organization commitment, moreover, factors like support from superiors, promotion and scientific assignment all have close relationship with organizational commitment. Meanwhile, job independence, role conflict, task status, support from colleagues could all have influence on organizational commitment. Many researches have confirmed the close relationship between affection commitment and factors like role played, scientific assignment, work independence and so on. Podsakoff (1993) and Johnsonet et al. (2008) find that affection commitment is influenced by administration staff satisfaction, procedural rationality and organizational support. Bono & Judge (2003) and Lowe (1996) mentions the positive correlation between organizational

commitment and leadership style, i.e. if the leader has personal charisma, is capable to describe a wonderful vision and care about the development of employees, then employees will internalize that leader's values and pursue long term benefits in their organization.

Since this paper is based on the theories of Meyer and Allen, the influencing factors for that 3 commitment has been summarized in table 3 as below.

Table 3 Summary of influencing factors for organizational commitment of 3D theory

Item	Influencing factors
Affection commitment	Individual characteristics, work characteristics, relationship between leaders and employees, role characteristics.
Continuation commitment	Education, application range of skills mastered, possibility for changing another industry, involvement and welfare, etc.
Norm commitment	Norm requirements for commitment, education categories and personal experience.

Former studies indicate that job satisfaction is the most direct factor, followed by achievement motivation and then role stress, influencing organizational commitment. As 3 most favorite attitudes in organizational behavior, job satisfaction, work involvement and organizational commitment have different definitions but have close correlation. However, job satisfaction is included in the model developed by Steer and Stevens, however, they believe that it is an crucial criteria to predict organizational commitment. Of courses, there are different opinions on this, for example, they could influence each other according to cross correlation method, while studies by using longitudinal method argues that job satisfaction is caused by organizational commitment. However, the ideal 3-phase longitudinal data verified that there is no prominent correlation between them two.

Outcome variables of organizational commitment

Organizational commitment is an individual's identification for the organization, and it could be used as an index to predict that employee's behaviors. It not only could reflect the extend of harmonious relationship between employees and organizations, but also, to some extent, embodies the potential organization performance ahead of time.

In Steers (1977)'s antecedent and outcome model of organizational commitment, employees' job turnover intention, attendance rate and work performance are the outcome variables of organizational commitment. The empirical study finds that organizational commitment has close relationship with turnover intention, moderate connection with attendance rate and weak connection with personal performance. According to Mathieu (1990)'s study, the correlation index between them 2 is 0.13. Meanwhile, in the study of Randall (1999), qualitative analysis method is adopted, and the correlation index between personal performance and organizational commitment was 0.12. Therefore, in terms of study on work performance, some perspectives of different scholars are highly consistent.

When studying on transport workers, Angle and Perry (1981) find that organizational commitment has a positive influence on avoiding slowdown and turnover. Allen (1990) points out that several dimensions of organizational commitment have negative correlation with turnover intention, and among all these factors, affection commitment has the greatest influence on turnover intention. The prediction effect of organizational commitment on voluntary resignation tendency, has been verified by many empirical data. Mowday et al. (1998) mentions several outcome variables of organizational commitment, such as work performance, burnout for work, attendance rate and turnover rate. Additionally, Carmeli (2005) studies the influencing factors of the turnover tendency of senior management in Israel public sectors, the emotional dependence of these senior management, developed during their daily work, could influence their loyalty to the organization.

As seen in above studies, behaviors of turnover intention are always deeply analyzed when studying the variables of organizational commitment.

2.3 turnover intention

2.3.1. Turnover intention

Porter and Steers (1973) describe turnover intention as an employee's withdrawal behavior following dissatisfaction with work. Mobley (1977) argues the next thought is turnover intention after an employee suffers dissatisfaction, and turnover intention is just the last step for actual turnover after other steps like turnover thought, seeking external opportunities, evaluate these chances.

Mobley, Horner and Hollingsworth (1978) believe turnover intention includes all aspects like dissatisfaction with job, turnover thought, tendency to seek other opportunities and the possibility of finding other jobs. Kraut (1975), Mobley et al. (1979), Newman (1974) and Michaels and Spector (1982) all believe the best prediction result on turnover is turnover intention. Conventionally, turnover has voluntary and involuntary ones (Bluedron, 1978; Price, 1977), while Dalton et al. (1981) divide voluntary turnover into avoidable and unavoidable ones, and stress the purpose to study turnover reasons is to reduce the turnover intention of valuable workers (Abelson, 1987). According to Abelson (1987), the turnover intention could be more accurately predicted if turnover intention could be distinguished more specifically. Meanwhile, he takes an example of 191 nurses and verified, under the case of avoidable turnover, leavers have lower job satisfaction and organizational commitment, with higher work pressure.

Although turnover intention would lead to increase of organizational cost, it has not been paid special attention to, since turnover cost includes both direct cost and indirect cost, most of which is hidden cost. Charles (1999) points out that obvious turnover cost only takes up 10% or 15% of the overall turnover cost, which includes cost of recruiting, resetting, work related training, extra guidance, inefficiency of new comers and the employees working together with them, the efficiency reduction of employees leaving soon and the employees working together with them, etc.

2.3.2. Correlation between personal attribute and turnover intention

Most studies indicate the negative correlation between age and turnover, for example, the study samples of 1033 Japanese workers in an electronics company by Marsh and Manari (1977), 203 hospital employees by Mobley et a1. (1978), 60 mental technicians by Porter et al. (1974), and 217 workers in a food processing company by Parasuraman and Alutto (1984), all find the negative correlation between age and turnover, i.e. the elder, the more difficult to quit the job.

By adopting employees in different industries as study object, Mangione (1973) explores the correlation between turnover behavior and several variables, finding that seniority is the optimal single predicted index for turnover behavior (Mobley et al., 1979). Several scholars also find negative correlation between seniority and turnover intention (Marsh & Manari,1977; Mobley et al., 1978; Porter et al., 1974), i.e. the higher the seniority, the less likely to leave. The correlation between gender, education and turnover intention has not been verified. Marsh and Manari (1977) observe higher turnover rate of female workers than that of male workers in Japan's manufacture industry. Federico et al. (1976) investigate the female workers in credit department, and find employees with higher education had lower turnover rate. However, Mangione (1973) don't find any discrepancy between male and female workers, and Mobley et al. (1979) don't see any obvious difference between different levels of education. Generally, marital status has negative correlation with turnover intention (Marsh & Manari, l977), i.e. the married have less turnover rate than the unmarried.

2.3.3. Antecedent variables of turnover intention

In previous studies on the antecedent variables of turnover intention, environmental factors are paid more attention to, and the factors having close relationship with work are analyzed. It's believed that the emotional reaction of employees to work results has something to do with turnover intention. It's also pointed out that job satisfaction has negative correlation with turnover intention, but has positive correlation with the intention to remain in current position. In

some studies, empirical studies are conducted, find job dissatisfaction contributed less than 14% to the total turnover intention. Porter et al. mention that, comparing with job satisfaction, organizational commitment is more of durability and integrity, since job satisfaction is only a short term emotional reaction to certain work. Although job dissatisfaction illustrates the dissatisfied emotion for the work involved, it couldn't be judged that the employee denies the organization. Lower organizational commitment has greater impact than lower job satisfaction on turnover behavior and intention. In current studies, many indexes, for instance, sense of organizational support, work performance, external opportunities, work pressure and so on, have been used to predict turnover intention.

2.4 The relationships among job satisfaction, organizational commitment and turnover intention

2.4.1. Influence of job satisfaction on organizational commitment

In some analysis of job satisfaction, organizational commitment is introduced, since it's believed that job satisfaction has positive influence on organizational commitment. According to the causality model of organizational commitment by Steers (1986) and role playing model by Stevens, Beyer and Trice, job satisfaction has more significant influence on organizational commitment that job characteristics. Therefore, job satisfaction could be an index to predict organizational commitment. Mathiure and Zajac (1990) further prove that job satisfaction leads to organizational commitment via the study by using cross correlation method. After deep analysis on organizational commitment, the influencing factors for organizational commitment are classified, mainly include work performance, motivation, personal characteristics, work characteristics, work pressure and so on. Each class has its variables, expanding the dependent variables of organizational commitment.

A survey on 298 school teachers done by Cheri (1992) supports the correlation between job satisfaction and organizational commitment. Rayton (2006)'s study sees high correlation coefficient between job satisfaction and organizational

commitment. Farrell and Rusbult (1981) find the significantly positive correlation between job satisfaction and organizational commitment through empirical analysis on a sample of 163 workers, i.e. higher job satisfaction means higher organizational commitment. By using accountants and nurses as the sample, Farrell and Rusbult observe the positive correlation between these 2 factors, and also find that job satisfaction is the antecedent variable of organizational commitment.

2.4.2. Relationships between organizational commitment and turnover intention

Atchison and Lefferts (1972) and Kraut (1970) verify the strong negative correlation between clear retention willingness & commitment and turnover intention, i.e. the employees, who have high commitment and are willing to make more effort to achieve organizational objectives, tend to retain in the organization and assist the achievement of higher objectives. Porter et al. (1974), Steers (1977), and Michaels & Spector (1982) also proved this significant negative correlation, in other words, higher organizational commitment leads to lower turnover intention.

In addition, Steers (1977) and Kraut (1975) indicate that organizational commitment has higher correlation with turnover intention than job satisfaction. For example, an employee might be dissatisfied with his or her salary or the way of being supervised, but has high commitment for the organization and its objectives, which could make him neglect these dissatisfactions and stick to retain in the organization. Moreover, although money is also very important for an employee, the satisfaction obtained from other aspects of work could lead to his commitment to stay in the organization even if he or she is not satisfied with the salary. Similarly, Porter et al. (1974) point out, comparing with job satisfaction, organizational commitment is an assessment reaction with relatively higher integrity and durability, while job satisfaction is only a kind of short term emotional reaction to certain work. Therefore, job dissatisfaction may reflect the negation for work, but not definitely the negation for organization. Therefore, lower organizational commitment has higher influence on turnover decision than job

satisfaction.

2.4.3. Relationships between job satisfaction and turnover intention as well as personal attributes

According to most studies, job satisfaction has negative correlation with turnover intention, but positive correlation with retention intention (Porter et al., 1973). Job satisfaction is the most common variable to be used to predict turnover intention, and the correlation between them two has been verified. However, it's also been verified the explained variation of job dissatisfaction on turnover intention is usually below 16% (Mobley, W. H., 1977). When using job satisfaction, together with organizational commitment, tendency for seeking opportunities in other organizations and turnover intention, to explain turnover behavior, the influence on turnover intention will be not so significant (Mobley, W. H., 1977; Martin,1979). Moreover, some other studies even find no significant correlation between job satisfaction and turnover intention (Porter et al.,1973). Therefore, job satisfaction is definitely not the only variable to predict turnover behavior. Generally speaking, most studies find positive correlation between age and job satisfaction, in other words, higher age means higher job satisfaction (Bluedorn, 1982; Martin, 1979). Martin (1979) also verifies higher seniority or job level leads to higher job satisfaction. However, there is still no final judgment on the correlation between education and job satisfaction, with conclusion of positive correlation (Shibu, 1991), negative correlation (Blegen and duller, 1987) and no correlation (Dinghong, 1987).

2.4.4. Mediating effect of organizational commitment

On the basis of their previous studies, Meyer and Allen (1990) add norm commitment to organizational commitment, and form 3D theory together with affection commitment and continuation commitment. Some empirical studies indicate job satisfaction's significant positive influence on organizational commitment. Both the causality model of organizational commitment by Steers (1986) and role playing model by Stevens, Beyer and Trice illustrate job satisfaction's more significant influence on organizational commitment than work

characteristics. Job satisfaction could be used as a crucial index to predict organizational commitment. Meanwhile, some other studies mention that organizational commitment has great influence on job burnout, work involvement, etc. Anita L.Blanchard and Jennifer Welbourne (2009) find that emotional commitment and norm commitment have positive correlation with active work involvement. One study on 361 employees find work involvement are greatly influenced by role pressure and sense of organizational fairness, and organizational commitment has direct influence on work involvement. For the last 10 years, the mediating or regulating effect of organizational commitment has been studied as a variable, which has been verified by many empirical studies. Moreover, organizational commitment is also used as the mediating variable in the study on correlation between social capital and organizational citizenship behavior. The mediating effect of organizational commitment has been confirmed on organizational citizenship behavior and social capital, as well as on the perceived promotion criteria and extra-role behaviors.

Figure 1: Conceptual model of the organizational commitment mediated the relationship between job satisfaction, turnover intention, and Organizational Commitment.
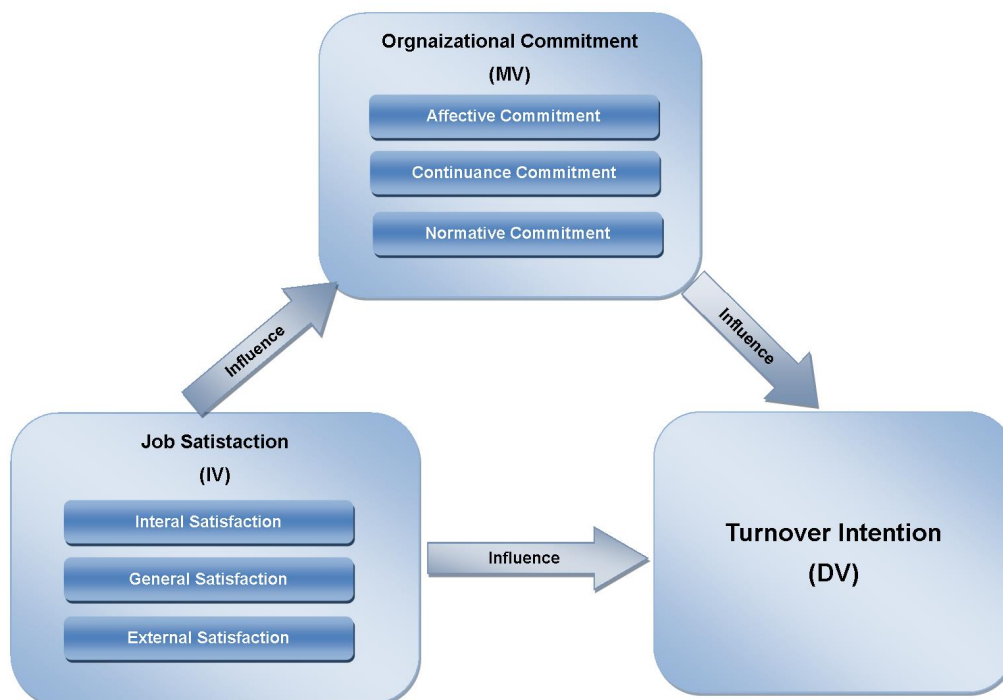
3. Issues for Investigation

3.1 Purpose Statement

The main purpose of this study is to provide hospital managers and other medical service professionals with knowledge regarding how a hospital can best retain their medical staff through heightened levels of employee satisfaction and commitment. The findings of this study will also support decision makers in the medical service industry with setting policies that can effectively address the high level of employee turnover in the industry.

3.2 Aim and relevance

When a hospital employee has great satisfaction with the work itself or the working environment, he or she will work more actively and happily, otherwise, he or she will have dissatisfaction, then turnover intention, and even choose to leave. What kind of influence will the job satisfaction of them have on their organizational commitment and turnover intention? What kind of management could be adopted for different type of hospital employees' psychology of organizational commitment? How to reduce random turnover and further improve the job satisfaction of these employees? These are all the questions that should be concerned about by researchers and management of hospitals, especially the management of large scale complex hospital.

Hence, the employees' organizational commitment of one large hospital in Beijing was analyzed on its features, as well as their correlation with job satisfaction, turnover intention, then effective management measures were formulated to attract and motivate the improvement of employees' performance, which has crucial theoretical significance and practical value for the management practice and cultural development of hospitals in Beijing and nationwide.

3.3 Problem statement

As such, given the aims and scope of this study, the central problem for investigation is presented as follows:

How do job satisfaction and organizational commitment influence employee intention for turnover in the Central Hospital of China National Petroleum Corporation (the Hospital of CNPC)?

3.4 Study objectives

The objectives of this dissertation are , through the investigation and study on employees of the Central Hospital of CNPC, to comprehend the situation of medical care staffs in terms of job satisfaction, organizational commitment and turnover tendency; explore the influence of satisfaction on turnover tendency with organizational commitment as the intervening variable; and meanwhile, find whether there will be prominent difference in turnover tendency of medical care staffs with different demographic variables like gender, age, education degree, professional title, etc. After that, countermeasures and suggestions for improving job satisfaction and reducing turnover tendency will be proposed, so as to promote the job satisfaction and organizational commitment of medical staffs, reduce the turnover rate and manage hospital employees in a better way, upgrading the HRM of that hospital to a higher level.

3.5 Research questions

Given the main issue for investigation as represented by the problem statement, the author has formulated three main research questions to guide the analysis of data, the discussion of findings, and the drawing of conclusions.

1) To what extent are there differences in terms of turnover intention among staff of different demographic backgrounds (i.e., gender, department, educational levels, and professional levels)?

2) How are the key dimensions of job satisfaction and organizational commitment related to employee turnover intention?

3) How does organizational commitment mediate the relationship between job satisfaction and employee turnover intention?

4. Methodology

4.1 Research Design

Quantitative research method refers to the collection and analysis of the da ta (Neuman, 2002). This is a kind of specific research mode that the data is tested and recorded by the researchers. The questionnaire method is a kind of common method for data acquisition, which is often adopted by the empirical study both in China and abroad, especially be used in the empirical study of management science. In contrast with other survey methods, the data which is acquired by questionnaire method is more objective and fair, with substantial and credible contents, flexible and convenient form（Ghauri & Grønhaug, 2005）. Moreover, the time is propelled in synchronization. However, it still needs the rigorous organization and implementation, thus can guarantee the research quality. Especially whether the designed questionnaire can accurately reflect the essence of the survey content and whether the designed questioning way is skillful and whether the question is easy to answer for the testers. This research mainly adopts the quantitative analysis and the questionnaire method.

The literature research method is to make an in-depth, detailed and systematic research and discussion on the literatures by means of literature collection, identification and arrangement in accordance with the fixed number of years and influential factors, thus find the deficiencies of the predecessors researches and the research directions and also develop one of the common methods of scientific cognition for the things. The advantage of literature research method is that it is easy for the researchers to make clear about the theme and direction of the research, thus avoid the repeated research and provide some reference for the researchers. In accordance with the requirements of literature research, by reading a large quantity of literatures on personal working satisfaction, organizational commitment and overturn intention, this research eventually forms the research conception.

The questionnaire method is to select the specific group and adopts the

questionnaire mode to get to know their inner heart (Oppenheim, 2000）. The characteristics of questionnaire are the high degree of standardization and widespread survey. Furthermore, the research can make the quantitative analysis for the recycled effective questionnaire. This research adopts the Richer scale of five level, namely the scale is divided into five levels from strongly disagree to strongly agree and the respondents choose one option which is most suitable for their psychological state. After the questionnaire is recycled, the answers will be quantified. The data will be analyzed by the statistical analysis software, thus further verifying the research hypothesis.

4.2 Instrumentation

The selection of research instrument reflects the respondents' attitude when they are surveyed, which is helpful for analyzing and researching the project in accordance with the research result. (Kothari, 2004) This paper is related to the quantitative study, so the author chooses the questionnaire as the research instrument to collect the survey data.

The questionnaire reliability refers to the consistency and stability of the results which are acquired by the test instrument, which can reflect the index of tested features' authenticity degree. In general, the results of two times' test or two tests are close to be consistent, the error will be smaller, thus the obtained credibility will be higher.

The questionnaire of this paper is divided into four parts. The first part is the basic information of the respondents, including the gender, age, degree of education, working department, working age and positional title; the second part is about the degree of job satisfaction, which is used the Minnesota Satisfaction Questionnaire.

The measurement about job satisfaction includes the three aspects: the intrinsic satisfaction, extrinsic satisfaction and general satisfaction. (Weiss, Dawis & England, 1967) The intrinsic satisfaction mainly refers to the satisfaction degree which is closely related to job's content, including the social status, responsibility,

capacity employment, achievement, creativity, independence, sense of security, opportunity of social services, working diversity and so on. The extrinsic satisfaction mainly refers to the other items of satisfaction degree which are not related to the job itself but has some relations with the job, including the personal development and promotion, being appreciated by others, interpersonal relationship, leadership, working conditions and company policy and so on. The general satisfaction refers to people's satisfaction degree to the intrinsic and extrinsic level as well as the working environment, interpersonal relationship and so on. In the third part, on the basis of Meyer's research on organizational commitment, Allen & Smith put forward three indexes for measuring the organizational commitment, which are norm commitment, continuance commitment and affective commitment respectively. There are three perspectives, which is made up by 18 questions; in the fourth part, the measurement of turnover intention adopts the scale which is proposed by Mobley (1978), which predicts the employees' turnover intention by measuring the employees' impression transition for the enterprises and the behaviors of finding others jobs. The questionnaire adopts the Liken5 scoring method, which is divided into 5 options, the strongly agree, agree, no comments, disagree, strongly disagree. The 5 options are all attached the score from 5 to 1. The above scales are adopted in the academic research respectively for many times and they are testified with good reliability and validity. (Begley & Czajka, 1993).

In order to guarantee the quality of this research, the investigator has rigorous working attitude and participates in the data collection work of each scale. Under the agreement of research objects, the scale can be issued. The function of collecting data should be explicated clearly to the research objects and the researcher should make a commitment that the data is in confidentiality, thus can get the research objects' positive cooperation. The research objects should fill in the questionnaire in the free time, thus can ensure the enough time and good environment for them to fill in the questionnaire. When taking back the questionnaire, the investigators should look it carefully. If there are some missed items, the investigators should remind the research objects to make up it as soon as possible. In the process of data entry, the investigators should recheck the data timely, thus ensuring the accuracy of the data entry.

4.3 Research sample and procedure

Research sample refers to taking a small group of participants from a larger population to represent that of population, which can be classified into four types, in other words, convenience sample, purposeful sample, stratified sample, and random sample (Creswell, 2003). The objective of this research is to make a survey about the relationship among the hospital employees' satisfaction degree, organizational commitment and turnover intention, thus releasing the promotion of hospitals' human resource management. Therefore, purposeful sample will be used to meet the particular criteria. Purposeful sample will be used to meet the particular criteria. According to Field (2009), the sample size of a research should be of a sufficient size, and a commonly used method for determining sample sizes for a continuous outcome measure (linear regression) is the participants-to-observed-variable ratio. In other words, in order to ensure the reliability of the variables analysis, at least 10 – 15 participants need to be observed in each research dimension of this research. In this research, there are 7 variables, so 105 questionnaires are preset in this research (*7*15 = 105*). The sample of this study would be take 156 employees, and the sample would by primary selected from the Central Hospital of CNPC, Since the Central Hospital of CNPC is one of the most representative level III hospital in China, therefore, the research result may help us to find out the research result for the healthcare industry. To research this study objectively, the sample may be classified into different groups of characteristics, such as gender, age, academic groups, title group. The stratified sampling method can ensure the representativeness of the stratified variables and can also make relevant variables be more representative. The author's target population for this project is the hospitals' employees in the medical industry. The research on the relationship among employees' satisfaction degree, organizational commitment and turnover intention can help the administrators improve the hospital employees' management level better. The author selected the employees of the Center Hospital of CNPC as the specific sampling population, which is on the basis of the following considerations: Firstly, the Central Hospital of CNPC is a large-scale and comprehensive hospital which belongs to grade III, class A hospital in China. It is

very representative in China's medical industry; Secondly, the author has ever worked in Central Hospital of CNPC and the author changes from a clinician to an administrator of department, which arouses the author's many ideas about the new management works. Therefore, the author thinks of making research about this project. Moreover, the author has a certain understanding of this hospital, which is convenient for the author to collect the data. After the distribution of questionnaire, the researchers collected 156 questionnaires, namely there were 156 employees participating in this research, 49 of the questionnaires were evaluated as invalid. Except for the unqualified questionnaires because of various reasons, the remaining qualified questionnaires were 107 and there were 61 males and 46 females. From the perspective of age, most were the medical workers from the age of 25 to 35. Secondly, the medical workers' age ranged from 30 to 45 years old. The doctors account for half of the total number of surveyed people.

4.4 Data collection

The author as a prior frontline doctor in the Central Hospital CNPC, the author recent become a manager has to supervise a team. Based on the past investigations on challenges in the process of hospital's development and combine those with the realistic need for the author's working, the author preceded this research in the Central Hospital of CNPC. In further, this investigation will be proceeding by the questionnaire research method and analysis through the quantitative research.

The precondition and basis of mathematical statistical analysis is that the used survey date should have the authenticity and validity. (Meilgaard, Carr & Civille, 2006). In order to reach the final objective of mathematical statistical analysis to a large extent, in terms of ensuring the quantity of research samples, this research selected the sufficient effective samples which accords with the research characteristics to the largest extent. In order to ensure the acquired samples' authenticity and validity, the author paid attention to the three important processes of issuing the questionnaires, which were the issued scope of questionnaires, the issued objects of questionnaires and the channel of issuing

the questionnaires, thus guaranteeing the used samples can ensure or improve the authenticity and validity of the data.

When deciding the scope of issuing questionnaires, this research carefully selected the representative, large-scale and comprehensive hospitals in Beijing district. In order to guarantee the representativeness of the selected samples in the survey, the author made a research about the structure of the hospitals' employees. As for the researched hospitals, the personnel structure and age structure all have the representativeness.

In terms of ensuring the objects of issuing the questionnaires, this research selected the employees of the Center Hospital of CNPC as the surveyed objects, including the management position, professional technical position and service position. The reasons are that such kinds of employees have a comprehensive understanding about the hospital and their working hours are relatively long, and they are familiar with the job itself and the surrounding environment.

The channel for handing out the questionnaire should be comprehensive and reliable. In order to ensure the mathematical statistical analysis of the large sample and guarantee the characteristics of the randomness, this survey collected the survey date directly in the hospital in combination with the areas of issuing the questionnaires and the characteristics of the issued objects. (Huber, 2011). The researchers collected the samples from the Internet e-mails and personal relationship network and other channels. Moreover, the researchers handed out the questionnaires to the hospitals' employees and recycle the questionnaires face-to-face. Data collection would be written the overall by sending 156 questionnaires, in the form of mail, in order to ensure that can deliver back questionnaire, to complete each survey respondents were prepared a small gift, and set aside a certain amount of sample and preparation for can't take back the questionnaire. The personal relationship network includes the colleagues who have worked together before in the hospital. The author directly visited the colleagues' home. However, because of the problems of channels for handing out the questionnaires, parts of the questionnaires are not taken back and some of the questionnaires are blank and some have the problems of

missing some questions or the situation of vague answers. The author deleted the questionnaires which have the above problems. The remaining questionnaires which meet the requirements are used as the data for the author to make statistics and analysis.

4.5 Data analytical approach

When measuring the relevant data about the hospital employees' job satisfaction, organizational commitment and turnover intention, this research selected SPSS 22.0 as a statistic instrument to analyze all the data collection. The data analysis method was divided into five steps, namely the population situation of the respondents, descriptive analysis, and the reliability of questionnaires, correlation analysis and regression analysis are introduced as follows:

First step: Constitution situation of the respondents
This step contains the related samples. It reflects the characteristics of each demographic variable by analyzing the respondents' age, gender, education background, job title, demographic characteristics and relevant data.

Second step: Descriptive analysis
This step includes submitting the descriptive relevant information including the main research variables which can be researched (dependent variable, independent variable and control variable). The sample size, number of items, average of data standard deviation's descriptive methods is used for the further analysis of the variable reliability and correlation analysis and regression analysis.

Third step: Reliability of the questionnaires
The validation for reliability and validity; the reliability is also called the credibility. It refers to the credibility of the questionnaires. It is the test for the results' consistency, stability and coherency. It can get to know the scale's reliability and authenticity. At present, people all use the Cronbach's aloha coefficient as the reliability index. Firstly, calculate the consistency coefficient of the factors and the total scale and conduct tests for the scale's reliability. Generally speaking, the

best situation is that the Cronbach's coefficient is above 0.8. 0.7-0.8 can also be accepted; the best situation is that the reliability coefficient of the sub scale is above 0.7. 0.6-0.7 can also be accepted. If the Cronbach's coefficient is below 0.6, researcher should consider modifying the scale. The validity refers to the accurate measurement degree of the measurement methods and measurement instrument. The validity test refers to the degree of whether a certain concept is measured truly and the concept is measured to what degree, thus measuring the construction relation between the variables and question items. If there is higher consistency between the measuring results and measuring contents, the validity will be better; if there is no consistency between results and contents, there will be a low validity.

Fourth step: correlation analysis

Correlation analysis; the correlation analysis is to research the correlativity situation among the variables. The correlation analysis is often used the Pearson's related coefficient to show the strong or weak correlation. Pearson's correlation coefficient is in the section of +1~-1. If the correlation coefficient is greater than 0, it shows the positive correlation; otherwise, it will be the negative correlation. The value is greater, the strong correlation will it be. In addition, if the statistical significance is a bigger value (for example, 0.50), the correlation will be not remarkable and the two variables are not the linear correlations.

Fifth Step: Regression analysis

The regression analysis was used to test the independence of author's proposed hypothesis and dependent variable, thus investigating that retail employees' satisfaction degree is linked to their choice of influential tactic which is related to the upward. This set a foundation for answering the questions of this research. In the process of analysis, the relation among the related variables contains the measurement item which involves the β, P value, R, R-squared, F, R-squared variation, F variation, 2 model test. If the significance of coefficient is less than 0.05, the relation among the relevant variables will become stronger. If the significance of the coefficient is lower or equal to 0.01, it shows the strong correlation.

4.6 Ethical consideration

In the whole process of this research, the author thought that ethical consideration is one of the factors for finishing the research successfully. In consideration of the ethical factors, the author paid more attention to the ethnical details in the research process. First of all, in order to pursue the results' expected value, the author spared no effort to making the analysis be reliable and decreasing the error. Moreover, the author treated the research work with a rigorous attitude. Secondly, in order to protect the respondents' privacy, the questionnaires adopted the anonymity form and the questionnaires will not be submitted to the hospitals which the respondents work in. Thirdly, the research objects came from China, so the questionnaires were translated into Chinese and English version, which was convenient for the respondents to fill in. Finally, after finishing the research, all the data materials were disposed properly.

5. Research Findings and Analysis

5.1 The Samples Description Analysis

From description analysis of the basic situation of the samples we found that, the survey of male and female respectively are 57.0% and 43.3%. Secondly, from the perspective of age, 25 to 35 years-old investigators are mostly medical personnel, accounting for 44.9% of the total number of investigators. Thirdly, 36 to 45 years-old investigators accounting for 22.4%，< 25 years-old investigators and > 46 years-old investigators account for 20.6% and 12.1% respectively of the total number of investigators. Among them, the marital status of 54.2% of investigators is married. In the profession of investigators, doctor account for 52.3% of the total number of survey, more than 50%, nursing staff accounted for 30.8%, the administrative personnel accounted for 16.8%. In the distribution departments, 23.4% is internal medical department, 34.6% is surgical department, 29.9% is other auxiliary department, and 12.1% is administrative department. The investigators with intermediate titles account for most (49.5%), 30.8% has junior title and 19.6% has senior title. Investigators with undergraduate education level accounted for 50.5%, investigators with junior college level accounted for 15.0%，master's or above personnel accounted for 34.6%. See table 4 as below.

Table 4 Results of Samples Description Analysis（N=107）

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	61.0	57.0	57.0	57.0
	Female	46.0	43.0	43.0	100.0
Age	<25	22.0	20.6	20.6	20.6
	25-35	48.0	44.9	44.9	65.4
	36-45	24.0	22.4	22.4	87.9
	>46	13.0	12.1	12.1	100.0
Marriage	Married	58.0	54.2	54.2	54.2
	Single	49.0	45.8	45.8	100.0
Profession	doctor	56.0	52.3	52.3	52.3
	nursing staffs	33.0	30.8	30.8	83.2
	administrative personnel	18.0	16.8	16.8	100.0
Department	internal medical department	25.0	23.4	23.4	23.4
	surgical department	37.0	34.6	34.6	57.9
	auxiliary	32.0	29.9	29.9	87.9
	administrators	13.0	12.1	12.1	100.0
Professional	junior	33.0	30.8	30.8	30.8
	intermediate	53.0	49.5	49.5	80.4
	senior	21.0	19.6	19.6	100.0
Educational Level	junior college	16.0	15.0	15.0	15.0
	Bachelor	54.0	50.5	50.5	65.4
	master's or above	37.0	34.6	34.6	100.0

5.2 Reliability Analysis

The reliability, which is also called as the degree of reliability, it is a measurement applied for analysis the consistency level obtained before and after the result, and take this kind of consistency degree as indicator to evaluate rating scale and the reliability of the measurement method. Among them, the internal consistency reliability mainly takes Cronbach's Alpha coefficient to evaluate consistency degree of all objects in the same test scale, at the same time to pass. This research mainly adopts the method.

According to the statistical point of view, reliability coefficient of any tests or scale is above 0.6, shows test or scale of internal consistency is in the acceptable range, between 0.7 -0.8 shows test or scale has good internal consistency, up to 0.8 shows test or scale of internal consistency is excellent.

5.2.1. Reliability Analysis on Job Satisfaction

The result shows that the inner satisfaction of Cronbach 's Alpha is higher than 0.7, external satisfaction of Cronbach's Alpha is higher than 0.8, general satisfaction and overall scale of Cronbach's Alpha are higher than 0.90. Therefore, three reliability dimension of job satisfaction in this survey achieves measurement standard, job satisfaction has good reliability.

Table 5 Reliability statistics about job satisfaction

	Cronbach's Alpha	N of Items
Inner satisfaction	.768	4
External satisfaction	.833	6
General satisfaction	.923	10
Scale	.951	20

5.2.2. Reliability Analysis on Organizational Commitment

Result shows that three dimensions of Affective Commitment of Organizational Commitment, Continuance Commitment, Normative Commitment and overall scale of Cronbach's Alpha are higher than 0.90. Therefore, Organizational Commitment reliability in this survey achieves measurement standard, Organizational Commitment has good reliability.

Table 6 Reliability Statistics about Organizational Commitment

	Cronbach's Alpha	N of Items
Affective Commitment	.935	6
Continuance Commitment	.928	6
Normative Commitment	.921	6
Scale	.952	18

5.2.3. Reliability Analysis on Employee Turnover Intention

Result shows that the overall scale of Employee Turnover Intention of Cronbach 's Alpha is higher than 0.8. Therefore, Employee Turnover Intention reliability in this survey achieves measurement standard, Employee Turnover Intention has good reliability.

Table 7 Reliability Statistics about Employee Turnover Intention

	Cronbach's Alpha	N of Items
Employee Turnover Intention	.841	4

5.3 Validity Test

Validity refers to the scale which can accurately measure of extent of the variables. Validity is roughly shown in construct validity, including two categories, convergent validity and the difference validity, refers to the degree of correlation of

measurement of a variable item and extraction of common factor, the higher of the degree of correlation (should be higher than 0.5), shows that the closer between the connection between the item and the common factor, convergent degree is higher; difference validity refers to the specificity for variable measurement of the reliability and validity. Convergent validity and difference validity can be roughly tested by factor analysis.

When analyzing test validity by factors, you first need to meet the premise condition of factor analysis, which has strong correlation between issues, which reflects in two inspections on indicators: 1. KMO Value, 2. Bartlett round-shape test value. Among them, the KMO value is used in comparison between simple correlation and partial correlation coefficient, coefficient value is between 0 and 1. The standards for whether suitable for factor analyses are: higher than 0.9, very suitable; 0.6-0.9 is suitable; less than 0.6 is not suitable. Bartlett round-shape test value refers to whether item correlation coefficient is significant, if significant (namely sig. < 0.05), suitable for factor analysis.

5.3.1. Validity Test on Job satisfaction

For job satisfaction scale test data, the result shows that the KMO value of job satisfaction data is 0.916, which is higher than 0.9, Bartlett round-shape test value shows that approximate the significant probability of chi-square value is 0.000 (P < 0.01), therefore refuse null hypothesis of Bartlett round-shape test value, the MSQ data of this survey is suitable for factor analysis.

The factor loading of each item of job satisfaction shows that each item of the factor loading is higher than 0.5, which shows that each item can well represent each item dimensions, so we confirm that validity and reliability of job satisfaction data structure is good.

Table 8 Validity Test on Job satisfaction

Item	Factor loading	KMO	Bartlett's Test of Sphericity	df	P
MSQ1	0.671				
MSQ2	0.729				
MSQ3	0.622				
MSQ4	0.734				
MSQ5	0.698				
MSQ6	0.736				
MSQ7	0.763				
MSQ8	0.687				
MSQ9	0.711				
MSQ10	0.615	0.916	1469.47	190	.000
MSQ11	0.677				
MSQ12	0.792				
MSQ13	0.583				
MSQ14	0.644				
MSQ15	0.728				
MSQ16	0.801				
MSQ17	0.776				
MSQ18	0.829				
MSQ19	0.765				
MSQ20	0.812				

5.3.2. Validity Test on Organizational Commitment

Validity Test on data of Organizational Commitment, result shows that KMO value of Organizational Commitment is 0.921 which is higher than 0.9, Bartlett round-shape test value shows that approximate the significant probability of chi-square value is 0.000 ($P < 0.01$), therefore refuse null hypothesis of Bartlett round-shape test value, the Organizational Commitment of this survey is suitable for factor analysis.

The factor loading of each item of Organizational Commitment shows that each item of the factor loading is higher than 0.5, which shows that each item can well represent each item dimensions, so we confirm that validity and reliability of Organizational Commitment data structure is good.

Table 9 Validity Test on Organizational Commitment

Item	Factor loading	KMO	Bartlett's Test of Sphericity	df	P
AC1	0.759				
AC2	0.744				
AC3	0.771				
AC4	0.767				
AC5	0.814				
AC6	0.766				
CC1	0.748				
CC2	0.786				
CC3	0.745				
CC4	0.700	0.921	1655.404	153	.000
CC5	0.792				
CC6	0.695				
NC1	0.711				
NC2	0.714				
NC3	0.734				
NC4	0.737				
NC5	0.756				
NC6	0.713				

5.3.3. Validity Test on Employee Turnover Intention

Validity Test on data of Employee Turnover Intention, result shows that KMO value of Employee Turnover Intention is 0.769 which is higher than 0.7, Bartlett round-shape test value shows that approximate the significant probability of chi-square value is 0.000 ($P < 0.01$), therefore refuse null hypothesis of Bartlett round-shape test value, the Employee Turnover Intention of this survey is suitable for factor analysis.

The factor loading of each item of Employee Turnover Intention shows that each item of the factor loading is higher than 0.5, which shows that each item can well represent each item dimensions, so we confirm that validity and reliability of Employee Turnover Intention data structure is good.

Table 10 Employee Turnover Intention Validity Test

Item	Factor loading	KMO	Bartlett's Test of Sphericity	df	P
L1	0.694				
L2	0.895	0.769	187.922	153	0.000
L3	0.862				
L4	0.826				

Description of each variable analysis of working satisfaction and its dimensions and Employee turnover intention, organizational commitment and dimension description shows that:

1) The survey objects in three dimensions of job satisfaction, the average value in intrinsic satisfaction, extrinsic satisfaction and general satisfaction on are under 3, which shows that in the survey, job satisfaction of the medical personnel is low;

2) The average value of Affective commitment，Continuance commitment, Normative commitment and Organizational Commitment are higher 3, which shows that organizational commitment is on or above the average level;

3) Average value of Employee turnover intention is 2.7780，which shows that Employee turnover intention is on or above the average level, that means some members have the certain tendency to leave.

Table 11 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
intrinsic satisfaction	107	1.00	4.00	2.752	0.74090
extrinsic satisfaction	107	1.00	4.00	2.866	0.69982
general satisfaction	107	1.00	4.00	2.585	0.75045
Satisfaction	107	1.00	4.00	2.703	0.69411
Affective commitment	107	1.00	4.83	3.168	0.83475
Continuance commitment	107	1.00	5.00	3.237	1.03807
Normative commitment	107	1.00	5.00	3.269	0.93649
Organizational Commitment	107	1.28	4.67	3.243	0.80960
Employee turnover intention	107	1.00	5.00	2.778	0.71236

5.4 Impact Analysis on Demographic characteristics to Employee turnover intention

5.4.1. Difference analysis on the gender of medical staffs to Employee turnover intention

The gender of the medical personnel is grouping variable, Employee turnover intention for the test variable to carry on the independent t test. Result shows that no significant difference in gender and Employee turnover intention for medical staffs （$p>0.05$）.

Table 12 T test between gender and Employee turnover intention

Gender	N	Mean	Std. Deviation		p
Male	61	2.8934	.62159	1.888	.062
Female	46	2.6250	.79887		

5.4.2. Difference analysis on the gender of medical staffs to Employee turnover intention

In order to investigate the impact of age on medical staffs to Employee turnover intention on the age of the medical staffs to Employee turnover intention of one way anova. Result shows that significant difference in age and Employee turnover intention for medical staffs ($p < 0.05$).

Table 13 ANOVA between age and Employee turnover intention

	N	Mean	Std. Deviation	F	p
<25	22	2.6591	.94663	3.935	.011*
25-35	48	2.9219	.59733		
36-45	24	2.8958	.62518		
>46	13	2.2308	.55398		
Total	107	2.7780	.71236		

Note： *p<0.05,**p<0.01,***p<0.001

Due to the significant difference between age and Employee turnover intention, so the need for Multiple Comparisons to analyze Employee turnover intention differences exists in which age.

Multiple Comparisons result shows that Employee turnover intention difference exists in > 46 years old health care workers and age between 25-45 health care workers, namely age > 46 years old have lower Employee turnover intention than age between 25-45 health care workers.

Table 14 Multiple Comparisons between age and Employee turnover intention

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	P	95% Confidence Interval	
					Lower Bound	Upper Bound
>46 years old	25-35	-.69111*	0.17618	0.005	-1.2045	-0.1777
	36-45	-.66506*	0.19973	0.015	-1.2312	-0.0989

5.4.3. Difference analysis on the marital status of medical staffs to Employee turnover intention

The marital status of the medical personnel is grouping variable, Employee turnover intention for the test variable to carry on the independent t test. Result shows that no significant difference in gender and Employee turnover intention for medical staffs ($p > 0.05$).

Table 15 T test between Marriage and Employee turnover intention

Marriage	N	Mean	Std. Deviation	t	p
Married	58	2.8879	0.74806	1.753	0.083
Single	49	2.648	0.65136		

5.4.4. Difference analysis on the category of medical staffs to Employee turnover intention

In order to investigate the impact of category on medical staffs to Employeeturnover intention on the category of the medical staffs to Employee turnover intention of one way anova. Result shows that significant difference in category and Employee turnover intention for medical staffs ($p < 0.05$).

Table 16 ANOVA between category and Employee turnover intention

	N	Mean	Std. Deviation	F	p
Doctor	56	2.9598	0.82128	4.048	.020*
Nurse	33	2.5833	0.47048		
Administrator	18	2.5694	0.58035		
Total	107	2.778	0.71236		

Due to the significant difference between category and Employee turnover intention, so the need for Multiple Comparisons to analyze Employee turnover

intention differences exists in which category.

Multiple Comparisons result shows that Employee turnover intention difference exists in doctor and nurse, namely doctor has significant higher than nurse.

Table 17 Multiple Comparisons between category and Employee turnover intention

(I) category	(J)category	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
doctor	nurse	.37649*	0.13694	0.022	0.0431	0.7099

5.4.5. Difference analysis on the departments of medical staffs to Employee turnover intention

In order to investigate the impact of category on medical staffs to Employeeturnover intention on the departments of the medical staffs to Employee turnover intention of one way anova. Result shows that significant difference in departments and Employee turnover intention for medical staffs ($p < 0.001$).

Table 18 ANOVA between departments and Employee turnover intention

	N	Mean	Std. Deviation	F	p
internal medical department	25	3.0200	0.70681	13.157	.000***
Surgical department	37	3.0811	0.73846		
auxiliary	32	2.2188	0.39015		
Administrator	13	2.8269	0.46080		
Total	107	2.7780	0.71236		

Due to the significant difference between departments and Employee turnover intention, so the need for Multiple Comparisons to analyze Employee turnover intention differences exists in which department.

Multiple Comparisons result shows that Employee turnover intention difference exists in auxiliary department, internal medical department, surgical department

and Administrator, among them, surgical department has highest Employee turnover intention, and Employee turnover intention of internal medical department is second.

Table 19 Multiple Comparisons between departments and Employee turnover intention

(I) departments	(J) departments	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Other auxiliary departments	internal medical department	-.80125*	0.16402	.000	-1.1265	-0.476
	surgical department	-.86233*	0.14833	.000	-1.1565	-0.5681
	Administrator	-.60817*	0.20209	.003	-1.009	-0.2074

5.4.6. Difference analysis on the professional title of medical staffs to Employee turnover intention

In order to investigate the impact of the professional title on medical staffs to Employee turnover intention on the professional title of the medical staffs to Employee turnover intention of one way anova. Result shows that significant difference the professional title and Employee turnover intention for medical staffs ($p<0.01$).

Table 20 ANOVA between the professional title and Employee turnover intention

	N	Mean	Std. Deviation	F	p
Junior	33	2.5227	0.64154	5.245	.007**
Intermediate	53	2.9906	0.65406		
Senior	21	2.6429	0.81995		
Total	107	2.7780	0.71236		

Due to the significant difference between the professional title and Employee turnover intention, so the need for Multiple Comparisons to analyze Employee turnover intention differences exists in which professional title.

Multiple Comparisons result shows that Employee turnover intention difference exists in Junior and Intermediate professional title that means that Employee turnover intention of junior title personnel is lower than Intermediate title personnel.

Table 21 Multiple Comparisons between the professional title and Employee turnover intention

(I) title	(J) title	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
junior	Intermediate	-.46784*	0.15199	0.003	-0.7692	-0.1664

5.4.7. Difference analysis on Educational Level to Employee turnover intention

In order to investigate the impact of Educational Level on medical staffs to Employee turnover intention for Educational Level of the medical staffs to Employee turnover intention of one way anova. Result shows that no significant difference the Educational Level and Employee turnover intention for medical staff ($p > 0.05$).

Comparison on each Educational Level of Employee turnover intention shows that the Educational Level with master's and above has highest Employee turnover intention.

Table 22 ANOVA between Educational Level and Employee turnover intention

	N	Mean	Std. Deviation	F	p
Junior Collage	16	2.7813	.55434	0.043	0.958
Undergraduate	54	2.7593	.56627		
master's and above	37	2.8041	.94490		
Total	107	2.7780	.71236		

5.5 Analysis on relationship between job satisfaction, organizational commitment and Employee turnover intention of medical staffs

There is a link between the variables, but cannot be directly causal explanation, namely correlation relationship between the variables. Correlation analysis is the statistical analysis of the variables. Take Person correlation analysis to evaluate correlation relationship of inspection staffs' three dimension working satisfaction and overall level, three dimensions and overall level of organizational commitment and Employee turnover intention. Get the following results. Result shows that the three dimensions and the overall level of job satisfaction, three dimensions and the overall level of organizational commitment and Employee turnover intention is significant ($p < 0.01$). Specific as follows:

1) Inner satisfaction and Employee turnover intention significantly has negative correlation, Correlation coefficient is - 0.560, achieve significant correlation of 0.01 level; and Affective commitment has significant positive correlation, the correlation coefficient is 0.635, achieve significant correlation of 0.01 level ; and Continuance commitment has significant positive correlation, the correlation coefficient is 0.342, achieve significant correlation of 0.01 level; and Normative commitment has significant positive correlation, the correlation coefficient is 0.590, achieve significant correlation of 0.01 level; and Normative commitment has significant positive correlation, the correlation coefficient is 0.590, achieve significant correlation of 0.01 level; and overall level has significant positive correlation, the correlation coefficient is 0.599, achieve significant correlation of 0.01 level.

2) External satisfaction and Employee turnover intention significantly has negative correlation, Correlation coefficient is -0.610, achieve significant correlation of 0.01 level; and Affective commitment has significant positive correlation, the correlation coefficient is 0.713, achieve significant correlation of 0.01 level ; and Continuance commitment has significant positive correlation, the correlation coefficient is 0.457, achieve significant correlation of 0.01 level; and Normative commitment has significant positive correlation, the correlation coefficient is 0.659, achieve significant correlation of 0.01 level; and Normative commitment has significant

positive correlation, the correlation coefficient is 0.590, achieve significant correlation of 0.01 level; and commitment overall level has significant positive correlation, the correlation coefficient is 0.695, achieve significant correlation of 0.01 level.

3) General satisfaction and Employee turnover intention significantly has negative correlation, Correlation coefficient is -0.654, achieve significant correlation of 0.01 level; and Affective commitment has significant positive correlation, the correlation coefficient is 0.682, achieve significant correlation of 0.01 level ; and Continuance commitment has significant positive correlation, the correlation coefficient is 0.512, achieve significant correlation of 0.01 level; and Normative commitment has significant positive correlation, the correlation coefficient is 0.804, achieve significant correlation of 0.01 level; and overall level has significant positive correlation, the correlation coefficient is0.763, achieve significant correlation of 0.01 level.

4) Job Satisfaction overall level and Employee turnover intention significantly has negative correlation, Correlation coefficient is -0.655, achieve significant correlation of 0.01 level; and Affective commitment has significant positive correlation, the correlation coefficient is 0.720, achieve significant correlation of 0.01 level ; and Continuance commitment has significant positive correlation, the correlation coefficient is 0.488, achieve significant correlation of 0.01 level; and Normative commitment has significant positive correlation, the correlation coefficient is 0.760, achieve significant correlation of 0.01 level; and overall level has significant positive correlation, the correlation coefficient is 0.751, achieve significant correlation of 0.01 level.

Affective commitment and Employee turnover intention significantly has negative correlation, Correlation coefficient is -0.560, achieve significant correlation of 0.01 level;

• Continuance commitment and Employee turnover intention significantly has negative correlation, Correlation coefficient is -0.573, achieve significant correlation of 0.01 level;

• Normative commitment and Employee turnover intention significantly has negative correlation, Correlation coefficient is -0.692, achieve

significant correlation of 0.01 level;

- Commitment overall level has negative correlation, Correlation coefficient is -0.709, achieve significant correlation of 0.01 level;

- From the above result, the medical staff's three dimensions of job satisfaction and employee turnover intention is significantly negative correlation, organizational commitment and its dimensions has significant positive correlation; organizational commitment and its dimensions and Employee turnover intention is significantly negative correlation. So in order to further research staff job satisfaction, organizational commitment and Employee turnover intention between three variables can be the reference.

Table 23 Correlations Value of Variables

Variables	1	2	3	4	5	6	7	8
1.Inner satisfaction	1							
2.External satisfaction	.804**	1						
3.General satisfaction	.814**	.853**	1					
4.satisfaction	.897**	.935**	.972**	1				
5.Affective commitment	.635**	.713**	.682**	.720**	1			
6.Continuance commitment	.342**	.457**	.512**	.488**	.653**	1		
7.Normative Commitment	.590**	.659**	.804**	.760**	.628**	.619**	1	
8.Commitment	.599**	.695**	.763**	.751**	.867**	.882**	.853**	1
9.Employee turnover intention	-.560**	-.601**	-.654**	-.655**	-.560**	-.573**	-.692**	-.709**	1

From related analysis on organizational commitment of job satisfaction and Employee turnover intention we can know that the medical staff's three dimensions of job satisfaction and Employee turnover intention is significantly negative correlation, three dimensions of job satisfaction and organizational commitment and has significantly positive correlation; organizational commitment and Employee turnover intention is significantly negative correlation. According to the research conclusion, organizational commitment has the mediating effect between the job satisfaction and Employee turnover intention. In order to evaluate whether organizational commitment has mediating effect between the job satisfaction and Employee turnover intention, test each organizational commitment and its three dimensions of mediating effect.

Affective commitment in the research of job satisfaction and Employee turnover intention has mediating effect, this study has test of mediating effect, and take Baron and Kenny (The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations, Journal of Personality and Social Psychology) program as reference. The existence of the mediating effect should satisfy the following three conditions: (1) Independent variable has significant prediction effect on the dependent variable; (2) Independent variable has significant prediction effect on the mediating effect; (3)when take independent variable and mediating dependent variable into the intermediary variable at the same time, intermediary variable has significant prediction effect on the dependent variable, and at this time of the independent variable abate prediction function, suggests that the existence of the mediating effect.

This study takes investigators' gender, age, marital status, category, professional title, department and educational level as independent variable,

take MSQ three dimensions as the independent variable, takes Employee turnover intention as the dependent variable, takes Affective commitment as intermediary variables, applies hierarchical regression analysis inspection to evaluate intermediary role analysis.

Table 24 Affective commitment intermediary role analysis between the relationship of job satisfaction and Employee turnover intention

Variable	Model1	Model2	Model3	Model4	Model5
Control variable					
Gender	-.034	.045	.175	.079	.057
Age	-.29	-.305	.267	.289	-.263
Marriage	-.043	.039	.116	.002	.040
Category	-.053	-.084	-.073	-.058	-.093
Department	-.261*	-.116	-.034	-.185*	-.143
Professional title	.309*	.256*	-.394**	-.339***	.207
Educational Level	-.116	-.023	-.050	-.152*	-.045*
Independent					
Inner satisfaction		-.044		.071	-.034
External satisfaction		-.121		.447**	-.056
General satisfaction		-.475**		.274*	-.435**
Mediator					
Affective commitment					-.145
R^2	.174	.514	.115	.627	.522
Adjusted R^2	.464	.464	.053	.588	.467
R^2 Change	.174	.340	.115	.512	.008
F	2.987**	10.159***	1.843	16.130***	9.432***

Take Moedl1 as control variables to analyze dependent variable regression analysis result of Employee turnover intention. Result shows that the department and job title has significant predict Employee turnover intention (p < 0.05), explaining rate of department and job title of Employee turnover

intention is 17.4%, the F value reaches to 0.01 significant level.

Model2 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results. The result shows that under the influence of control variables, general satisfaction can predict Employee turnover intention significantly ($p < 0.01$), and inner satisfaction and external satisfaction failed to predict Employee turnover intention significantly ($p > 0.05$). From Model2 R^2 change, general satisfaction on Employee turnover intention explaining rate is 34.0%, F value reaches 0.01 significant levels. The general satisfaction has a significant negative effect on Employee turnover intention（β =-.475,$p<0.001$）.

Take Model3 as control variables to intermediary variables Affective commitment of the regression analysis results. The result shows that the professional title significantly predicts Affective commitment ($p < 0.001$), the title of Affective commitment equation explaining rate was 11.5%, but not equation F value doesn't reaches significant level of 0.05. The control variables of Affective commitment don't have statistical significance.

Model4 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results of Affective commitment. The result shows that under the influence of control variables, external satisfaction and general satisfaction can predict Affective commitment （$p < 0.05$）, inner satisfaction failed to predict Affective commitment significantly ($p > 0.05$) . From Model4 R^2 change, explanation equation rate of external satisfaction and general satisfaction is 51.2%，F value reaches 0.001 significant levels. The general satisfaction has a significant positive effect on Affective commitment ($\hat{a}$ =.274, p < 0.05)

Model5 is under the effect of control variable, dependent variable for three dimensions of job satisfaction on the regression analysis results of Affective

commitment. The result shows that under the influence of control variables, general satisfaction can predict Affective commitment （$p < 0.05$）, inner satisfaction and external satisfaction failed to predict Affective commitment significantly ($p > 0.05$). From Model5 R^2 change, after adding the mediated variable Affective commitment, equation explaining rate of independent variable job satisfaction on Employee turnover intention only increased to 0.8%，F value reaches 0.001 of satisfaction of general satisfaction significantly affect turnover intention significant levels. At the same time, general satisfaction has a significant negative effect on Employee turnover intention（β =-.435,$p < 0.001$）.

From the above analysis, Job satisfaction of general satisfaction significantly affects Employee turnover intention; external satisfaction and general satisfaction of job satisfaction significantly affects Affective commitment; After the introduction of Affective commitment, Affective commitment has no significant impact on Employee turnover intention, therefore, Affective commitment at work full meaning degree of impact on Employee turnover intention and has no mediating effect.

5.6 Continuance commitment analysis between the relationship of job satisfaction and Employee turnover intention

This study takes investigators' gender, age, marital status, category, professional title, department and educational level as independent variable, take MSQ three dimensions as the independent variable, takes Employee turnover intention as the dependent variable, takes Continuance commitment as intermediary variables, and applies hierarchical regression analysis inspection to evaluate intermediary role analysis.

Table 25 Continuance commitment intermediary role analysis between the relationship of job satisfaction and Employee turnover intention

Variable	Model1	Model2	Model3	Model4	Model5
Control variable					
Gender	-.034	.045	.229	.158	.095
Age	-.290	-.305	.178	.206	-.240
Marriage	-.043	.039	.101	.025	.047
category	-.053	-.084	-.178	-.129	-.125
department	-.261*	-.116	.112	-.032	-.126
Professional title	.309*	.256*	-.295*	-.263*	.173
Educational Level	-.116	-.023	.049	-.006	-.025
Independent					
Inner satisfaction		-.044		-.279	-.132
External satisfaction		-.121		.188	-.061
General satisfaction		-.475**		.552**	-.301
Mediator					
Continuance commitment					-.315***
R^2	.174	.514	.110	.336	.580
Adjusted R^2	.464	.464	.047	.267	.531
R^2 Change	.174	.340	.110	.227	.066
F	2.987**	10.159***	1.741	4.862***	11.923***

Model2 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results. The result shows that under the influence of control variables, general satisfaction can

predict Employee turnover intention significantly (p < 0.01), and inner satisfaction and external satisfaction failed to predict Employee turnover intention significantly (p > 0.05). From Model2 R^2 change, general satisfaction on Employee turnover intention explaining rate is 34.0%, F value reaches 0.01 significant levels. The general satisfaction has a significant negative effect on Employee turnover intention（$β$ =-.475, p < 0.001）.

Take Model3 as control variables to intermediary variables Continuance commitment of the regression analysis results. The result shows that the professional title significantly predict Continuance commitment (p < 0.05), the title of Continuance commitment equation explaining rate was 11.0%, but not equation F value doesn't reaches significant level of 0.05. The control variables of Continuance commitment don't have statistical significance.

Model4 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results of Continuance commitment. The result shows that under the influence of control variables, external satisfaction and general satisfaction can predict Continuance commitment (p < 0.05) inner satisfaction failed to predict Affective commitment significantly (p > 0.05). From Model4 R^2 change, explanation equation rate of external satisfaction and general satisfaction is 51.2%，F value reaches 0.001 significant levels. The general satisfaction has a significant positive effect on Continuance commitment ($β$ = .274, p < 0.05).

Model5 is under the effect of control variable, dependent variable for three dimensions of job satisfaction on the regression analysis results of Continuance commitment. The result shows that under the influence of control variables, general satisfaction can predict Continuance commitment （p < 0.05）, inner satisfaction and external satisfaction failed to predict Continuance

commitment significantly ($p > 0.05$). From Model5 R^2 change, after adding the mediated variable Continuance commitment, equation explaining rate of independent variable job satisfaction on Employee turnover intention only increased to 6.6%，F value reaches 0.001 of satisfaction of general satisfaction significantly affect turnover intention significant levels. At the same time, general satisfaction has a significant negative effect on Employee turnover intention （β = -.315, $p < 0.01$） .

From the above analysis, Job satisfaction of general satisfaction significantly affects Employee turnover intention; external satisfaction and general satisfaction of job satisfaction significantly affects Continuance commitment; After the introduction of Continuance commitment, Continuance commitment has no significant impact on Employee turnover intention, therefore, Continuance commitment at work full meaning degree of impact on Employee turnover intention and has no mediating effect.

5.7 Normative commitment in the research of job satisfaction and Employee turnover intention has mediating effect

This study takes investigators' gender, age, marital status, category, professional title, department and educational level as independent variable, take MSQ three dimensions as the independent variable, takes Employee turnover intention as the dependent variable, takes Normative commitment as intermediary variables, applies hierarchical regression analysis inspection to evaluate intermediary role analysis.

Table 26 Normative commitment intermediary role analysis between the relationship of job satisfaction and Employee turnover intention

Variable	Model1	Model2	Model3	Model4	Model5
Control variable					
Gender	.034	.045	.057	-.053	.017
Age	-.290	-.305	-.040	-.010	-.310
Marriage	-.043	.039	.167	.063	.073
Category	-.053	-.084	-.052	.027	-.070
Department	-.261*	-.116	.142	-.091	-.165
Professional title	.309*	.256*	-.099	-.029	.241*
Educational Level	-.116	-.023	.061	-.055	-.053
Independent					
Inner satisfaction		-.044		-.200	-.150
External satisfaction		-.121		-.029	-.136
General satisfaction		-.475**		1.019***	.065
Mediator					
Normative commitment					-.530***
R^2	.174	.514	.052	.672	.606
Adjusted R^2	.464	.464	-.015	.638	.561
R^2 Change	.174	.340	.052	.620	.092
F	2.987**	10.159***	.771	19.673***	13.300***

Take Moedl1 as control variables to analyze dependent variable regression analysis result of Employee turnover intention. Result shows that the department and job title has significant predict Employee turnover intention ($p < 0.05$), explaining rate of department and job title of Employee turnover intention is 17.4%, the F value reaches to 0.01 significant level.

Model2 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results. The result shows that under the influence of control variables, general satisfaction can predict Employee turnover intention significantly ($p < 0.01$), and inner satisfaction and external satisfaction failed to predict Employee turnover intention significantly ($p > 0.05$). From Model2 R2 change, general satisfaction on Employee turnover intention explaining rate is 34.0%, F value reaches 0.01 significant levels. The general satisfaction has a significant negative effect on Employee turnover intention（$\beta = -.475$, $p < 0.001$）.

Take Model3 as control variables to intermediary variables normative commitment of the regression analysis results. The result shows that the professional title fail to predict Continuance commitment ($p > 0.05$), the title of Normative commitment equation explaining rate was 5.2%, but not equation F value doesn't reach significant level of 0.05. The control variables of normative commitment don't have statistical significance.

Model4 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results of normative commitment. The result shows that under the influence of control variables, external satisfaction and general satisfaction can predict Normative commitment ($p < 0.05$), inner satisfaction failed to predict Normative commitment significantly ($p > 0.05$). From Model4 R^2 change, explanation equation rate of external satisfaction and general satisfaction is 62.0%，F value reaches 0.001 significant levels. The general satisfaction has a significant positive effect on Continuance commitment （$\beta = 1.019$, $p < 0.001$）.

Model5 is under the effect of control variable, dependent variable for three dimensions of job satisfaction on the regression analysis results of Normative

commitment. The result shows that under the influence of control variables, general satisfaction can predict Normative commitment （$p < 0.05$）, inner satisfaction and external satisfaction failed to predict Normative commitment significantly ($p > 0.05$). From Model5 R^2 change, after adding the mediated variable Continuance commitment, equation explaining rate of independent variable job satisfaction on Employee turnover intention only increased to 6.6%，F value reaches 0.001 of satisfaction of general satisfaction significantly affect turnover intention significant levels. At the same time, general satisfaction has a significant negative effect on Employee turnover intention （$\beta = -.530, p < 0.001$） .

From the above analysis, Job satisfaction of general satisfaction significantly affects Employee turnover intention; external satisfaction and general satisfaction of job satisfaction significantly affects Normative commitment; After the introduction of Normative commitment, Normative commitment has no significant impact on Employee turnover intention, therefore, Normative commitment at work full meaning degree of impact on Employee turnover intention and has no mediating effect.

5.8 Organizational commitment in the research of job satisfaction and Employee turnover intention has mediating effect

This study takes investigators' gender, age, marital status, category, professional title, department and educational level as independent variable, take MSQ three dimensions as the independent variable, takes Employee turnover intention as the dependent variable, takes Organizational commitment as intermediary variables, applies hierarchical regression analysis inspection to evaluate intermediary role analysis.

Table 27 Organizational commitment intermediary role analysis between the relationship of job satisfaction and Employee turnover intention

Variable	Model1	Model2	Model3	Model4	Model5
Control variable					
Gender	-.034	.045	.180	.074	.082
Age	-.290	-.305	.146	.176	-.217
Marriage	-.043	.039	.164	.053	.066
Category	-.053	-.084	-.108	-.054	-.111
Department	-.261*	-.116	.070	-.132	-.182*
Professional title	.309*	.256*	-.304*	-.244**	.135
Educational Level	-.116	-.023	.023	-.081	-.064
Independent					
Inner satisfaction		-.044		-0.150	-.119
External satisfaction		-.121		.213	-.015
General satisfaction		-.475**		.715***	-.119
Mediator					
Organizational commitment					-.498***
R^2	.174	.514	.102	.640	.606
Adjusted R^2	.464	.464	.038	.603	.561
R^2 Change	.174	.340	.102	.538	.092
F	2.987**	10.159***	1.601	17.074***	13.143***

Take Moedl1 as control variables to analyze dependent variable regression analysis result of Employee turnover intention. Result shows that the department and job title has significant predict Employee turnover intention ($p < 0.05$), explaining rate of department and job title of Employee turnover

intention is 17.4%, the F value reaches to 0.01 significant level.

Model2 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results. The result shows that under the influence of control variables, general satisfaction can predict Employee turnover intention significantly ($p < 0.01$), and inner satisfaction and external satisfaction failed to predict Employee turnover intention significantly ($p > 0.05$). From Model2 R^2 change, general satisfaction on Employee turnover intention explaining rate is 34.0%, F value reaches 0.01 significant levels. The general satisfaction has a significant negative effect on Employee turnover intention（$\beta = -.475, p < 0.001$）.

Take Model3 as control variables to intermediary variables Organizational commitment of the regression analysis results. The result shows that the professional title fail to predict Continuance commitment ($p > 0.05$), the title of Organizational commitment equation explaining rate was 10.2%, but not equation F value doesn't reaches significant level of 0.05. The control variables of Organizational commitment don't have statistical significance.

Model4 is under the effect of control variable, independent variable for three dimensions of job satisfaction on the regression analysis results of Organizational commitment. The result shows that under the influence of control variables, the general satisfaction can predict Organizational commitment （$p < 0.001$）, inner satisfaction and external satisfaction failed to predict Normative commitment significantly ($p > 0.05$). From Model4 R^2 change, explanation equation rate of external satisfaction and general satisfaction is 62.0%，F value reaches 0.001 significant levels. The general satisfaction has a significant positive effect on Organizational commitment （$\beta = .715, p < 0.001$）.

Model5 is under the effect of control variable, dependent variable for three dimensions of job satisfaction on the regression analysis results of Organizational commitment. The result shows that under the influence of control variables, general satisfaction can predict Organizational commitment （$p < 0.001$）, inner satisfaction and external satisfaction failed to predict Organizational commitment significantly ($p > 0.05$). From Model5 R^2 change, after adding the mediated variable Continuance commitment, equation explaining rate of independent variable job satisfaction on Employee turnover intention only increased to9.2%，F value reaches 0.001 of satisfaction of general satisfaction significantly affect turnover intention significant levels. At the same time, general satisfaction has a significant negative effect on Employee turnover intention （β = -.498, p < 0.001） .

From the above analysis, Job satisfaction of general satisfaction significantly affects Employee turnover intention; external satisfaction and general satisfaction of job satisfaction significantly affects Organizational commitment; After the introduction of Organizational commitment, Organizational commitment has no significant impact on Employee turnover intention, therefore, Organizational commitment at work full meaning degree of impact on Employee turnover intention and has no mediating effect.

Therefore, Organizational commitment, Continuance commitment and Normative commitment has full mediator effect for job satisfaction to Employee turnover intention, Affective commitment has no mediator effect for job satisfaction to Employee turnover intention.

6. Discussion

Based on Chinese culture background and the research method of quantitative analysis, the employees of one large comprehensive hospital in Beijing, China were investigated, then the results in last chapter and the previous studies were compared, finally the research questions of this paper would be answered separately. First of all, the influence discrepancy of demographic factors (age, gender, marriage status, department, professional title and educational level) on turnover intention were summarized. Followed by the discussion on the correlation between variable of job satisfaction, organizational commitment and turnover intention. Lastly, the mediating effect of organizational commitment as the mediating variable on job satisfaction and turnover intention were mainly discussed. By observing the data result of last chapter, it could be judged that the research questions and model established were verified and answered.

1.There was discrepancy between the turnover intention level of doctors with different demographic characteristics

There were 6 demographic variables involved in this study, including age, gender, marriage status, educational level, professional title and department. The mean rate of turnover intention was 2.7780, indicating the turnover intention of the medical staffs in this survey was above average level.

The independent test by adopting medical staffs as grouping variable and turnover intention as test variable, showed no prominent discrepancy on turnover intention between different genders of medical staffs ($p > 0.05$). However, this is different from previous studies. Marsh and Manari (1977) did a survey on employees in Japanese manufacturers, finding that female

employees had a higher turnover intention than male employees, while no discrepancy was found in Mangione (1973)'s research.

In order to explore age's influence on turnover intention of medical staffs, one way anova was conducted on their age, showing prominent level of discrepancy of different age's influence on turnover intention ($p < 0.05$). According to multiple comparisons, the main discrepancy of turnover intention are between employees with ago of more than 46 and age of 25-45, i.e. the turnover intention of medical staffs with age of more than 46 was prominently lower than that of medical staffs with age of 25-45. The reason is that turnover intention would reduce with the increase of age and improvement of educational level. On one hand, As most older doctors are qualified and rich in experience, their personal value may have got recognition in their field, therefore their served hospital would like to offer better welfare and development plan for them, which, to some extent, lead to their lower turnover intention. On the other hand, young doctors have relatively less obstacles to leave, because young doctors seek more opportunities for further development, face with multiple choices for professional development, and the sunk cost for turnover is also relatively low. Older doctors have worked very long time for the hospital, they have deepened understanding about their organization and could get used to their own work, with constantly improved welfare and enhanced sense of belonging and responsibility for their organization, therefore they have lower turnover intention. For young doctors, their higher rate of turnover intention may have something to do with their age. Doctors of this age group usually have a heavier work load, as well as higher occupational pressure and work pressure, meanwhile, they have a higher risk of medical accident, all of which lead to decreased job satisfaction and lower level of affective experience for their organization, and finally higher rate of turnover intention. These above findings were in line with previous studies. For instance, the study samples of 1033 Japanese workers in an electronics

company by Marsh & Manari (1977), 203 samples of hospital employees by Mobley et a1. (1978), 60 samples of mental technicians by Porter et al. (1974), and 217 samples of workers in a food processing company by Parasuraman & Alutto (1984), all found the negative correlation between age and turnover, i.e. the elder, the more difficult to quit the job. By adopting employees in different industries as study object, Mangione (1973) explored the correlation between turnover behavior and several variables, finding that seniority is the optimal single predicted index for turnover behavior (Mobley et al. 1979). Several scholars also found negative correlation between seniority and turnover intention (Marsh & Manari,1977; Mobley et al., 1978; Porter et al., 1974), i.e. the higher the seniority, the less likely to leave.

The anova on the influence of medical staffs' marriage status on turnover intention, showed no prominent level of discrepancy ($p > 0.05$). However, according to previous study by Marsh & Manari (l977), there was negative correlation between marriage status and turnover intention, that is to say, married employees had lower turnover rate, while unmarried employees had higher turnover rate.

One way anova was conducted to analyze the influence of medical staffs' occupational type on turnover intention, showing a prominent level of discrepancy ($p < 0.05$). Multiple comparisons indicated a discrepancy of turnover intention between doctors and nurses, i.e. doctors had a prominently higher level of turnover intention than nurses. As the requirements of technical skills for doctors are higher than that of nurses, doctors have more choices and opportunities than nurses, which probably led to that situation.

To analyze the influence of medical staffs' department on turnover intention, one way anova was conducted and the results showed a highly prominent level of discrepancy ($p < 0.001$), which then needed multiple comparisons, so

as to find which department have discrepancy of turnover intention. According to multiple comparisons, the discrepancy of turnover intention lied between other assistant department and department of medicine, surgery & administration, in other words, the turnover intention of medicine, surgery & administration department was prominently higher than that of assistant department, among which employees in surgery department had the highest level of turnover intention, followed by medicine department. The ratio of China's surgery doctors and patients lost balance, shortage of surgery doctors allowed them more chances in job market, while Internist had less chances and employees in assistant department didn't need high skills, which meant no competitive advantage.

For the influence of medical staffs' professional titles on turnover intention, the one way anova indicated a prominent level of discrepancy ($p < 0.01$). The multiple comparisons found the discrepancy between staffs with primary professional titles and medium level professional title, with prominently lower level of turnover intention for staffs with primary professional titles. The reason for this is that staffs with medium professional titles have higher level of technical skills and thus more competitive than those of primary professional titles,

In order to test the influence of medical staffs' educational level on turnover intention, one way anova was conducted and found no prominent level ($p > 0.05$). According to the turnover intention for each educational level, employees with master degree and above had the highest turnover intention. After analyzing, it's believed that talents with technical skills could be more competitive in job market, especially for medical industry, if they had higher educational level and qualification. However, according to previous study by Mobley et al (1979), there were no prominent level of discrepancy between different level of education. On the contrary, most studies indicated a negative

correlation between age and turnover intention. In the study of Federico et al. (1976), sample of female workers in credit department was taken, and the result showed lower turnover rate for workers with higher education level.

2. The key are dimensions of job satisfaction and organizational commitment related to employee turnover intention

According to the situation analyzed on previous chapter, it could be known that medical care personnel's work satisfaction and their three dimensions have significant negative correlation with turnover intention, and have significant positive correlation with organizational commitment; organizational commitment and its dimension have outstanding negative correlation with turnover intention. The abovementioned data offers reference foundation for further studying the relation among three variables, i.e. medical care personnel's work satisfaction, organizational commitment and turnover intention. Three dimensions and integral level of work satisfaction, three dimensions and integral level of organizational commitment have significant correlation with turnover intention ($p < 0.01$). Details are as follow:

1) Work satisfaction and its three dimensions have significant positive correlation with organizational commitment and its dimension ($r = 0.751$, $p < 0.01$). Among which, work satisfaction has significant positive correlation with affective commitment ($r = 0.720$, $p < 0.01$), it has significant positive correlation with continuance commitment ($r = 0.488$, $p < 0.01$); and has significant positive correlation with normative commitment ($r = 0.760$, p < 0.01), which is basically same as Poter's research (1974), indicating that the higher the work satisfaction is, the higher the organizational commitment is. Rayton's related researches (2006) also found that the correlation coefficient between work satisfaction and organizational commitment was high. Causal model of organizational commitment from Steers (1986), and role play model from

Stevens, Beyer and Trice, both indicated that compared with the influence brought by job characteristics, the influence brought by work satisfaction for commitment was more obvious; therefore, work satisfaction could be used as an index when predict organizational commitment. Integrated using related method to conduct study, Mathiure & Zaj (1992) further proved that satisfaction led to organizational commitment. They deeply analyzed organizational commitment, and classified the factors which brought influences for organizational commitment, mainly including job performance, encourage, personal characteristic, job characteristics, work stress, etc. Each category had corresponding variable, which enlarged the dependent variable of organizational commitment. Rayton's related researches (2006) found that the correlation coefficient between work satisfaction and organizational commitment was high. According to the empirical research based on 163 worker sampling, Farrell & Rusbult (1981) found that work satisfaction had significant positive correlation with organizational commitment, that was the higher the staff's work satisfaction was, the higher the organizational commitment was. Taking accountant and nurse as the sampling, Farrell & Rusbult, based on the observation, found that work satisfaction not only has positive correlation with organizational commitment, but also was the antecedent variables for organizational commitment. Modern staff have more and more requirements on work, social benefits, remuneration and salary, relationship between colleagues, superior and work partner, etc. From the aspect of demand theory, staff get satisfaction on various aspects and levels. Thus it can be seen that improve staff's work satisfaction, make staff satisfy the work and work environment, and make staff more rely on organization and the value of organization, all of these are very important for the development of enterprises.

2) Three dimensions of organizational commitment and its integrated level have significant correlation with turnover intention ($p < 0.01$), integrated level

of commitment has significant negative correlation with turnover intention, ($r =$ -0.709, $p < 0.01$); among which, affective commitment has significant negative correlation with turnover intention ($r = -0.560$, $p < 0.01$); continuance commitment has significant negative correlation with turnover intention ($r = -0.573$, p < 0.01); normative commitment has significant negative correlation with turnover intention ($r = -0.692$, $p < 0.01$). Three factors in organizational commitment have significant negative correlation with turnover intention with level are above than 0.05, that is the lower the continuance commitment, affective commitment and normative commitment are, the higher the turnover intention is. Data result shows that have consistency with previous researches: empirical researches conducted by Atchison & Lefferts (1972) and Kraut (1970) indicate that the explicit intention on staying in organization and commitment element have strong negative correlation with dimission, that is the staff who have high commitment on organization and are willing to work hard to realize organization target trend to stay in organization to help organization to reach target with high evaluation (Porter et al., 1974). Empirical researches conducted by Porter et al. (1974), Steers (1977) and Michaels & Spector (1982) show that organizational commitment has significant negative correlation with turnover intention; that is the higher the organizational commitment is, the lower the turnover intention is. Steers (1977), Kraut (1975) indicate organizational commitment has relatively strong correlation than that of work satisfaction and demission. For example, the individual may not satisfy with salary or supervision method, but has high commitment on organization and target; these may result that such individual will not consider these dissatisfaction, but choose to stay in organization. In addition, money means much for staff, and he highly dissatisfy with the salary, but he satisfies with other aspects on work, it may make him has high organizational commitment and choose to stay in organization.

3) Integrated level of MSQ has significant negative correlation with turnover

intention (r = -0.655, p < 0.01); intrinsic satisfaction has significant negative correlation with turnover intention (r = -0.560, p < 0.01); extrinsic satisfaction has significant negative correlation with turnover intention (r = 0.610, p < 0.01); general satisfaction has significant negative correlation with turnover intention (r = 0.651, p < 0.01). Many scholars find that work satisfaction has negative correlation with demission; and has positive correlation with retention tendency (Porter et al., 1973). Satisfaction is the most common predictive variable for demission, which has been verified that has relation with demission through empirical researches. But there are also some researches think that satisfaction has non-significant relation with turnover intention that empirical researches has found that the explanatory variable of work dissatisfaction on demission was always lower than 1696 (Mobley, W. H., 1977). When employ work satisfaction and organizational commitment, tendency on finding other organization, turnover tendency to jointly explain demission behavior, it shows that they have non-significant influence on demission (Mob et al., W.H., 1977; Martin, 1979). Some researches even find that work satisfaction has non-significant relation with demission (Porter et a1., 1973).

3Intermediation Role Played by Organizational Commitment in the Relation between Work Satisfaction and Turnover Intention

Based on the results got on the previous chapter, apart from work satisfaction, turnover intention is also affected by occupation commitment, which could play intermediation role in the relation between work satisfaction and turnover intention. According to the researches, when turnover intention is affected by work satisfaction, part of turnover intention is affected by work satisfaction itself, but part of turnover intention is affected by organizational commitment. Organization offers suitable work environment and remuneration for staff, offers information and training which will be good for career development for staff, to reduce such negative behaviors such as turnover intention. When staff

of hospital mentally have lower turnover intention on organization, then they have higher organizational commitment on hospital. It also shows that organization provides good work environment, competitive system of benefit packages and greathearted work task for staff, these will help staff to feel satisfying with work and work environment, then positive feeling will be generated thereby, which will help them to work harder, recognize the importance of work for them, improve work efficiency, and increase loyalty index on hospital. This research achievement meet with literary. In the last decade, many scholars at domestic and in foreign gradually add organizational commitment which play the role of intermediation or regulated variable into researches to study the intermediation effect or regulatory effect of organizational commitment. Many empirical researches have proved that organizational commitment is the common regulated variable or intervening variable among various variables. In the research conducted by Ma Shuo and Yang Dongtao (2008) on social capital and organizational citizenship behaviors, they introduced organizational commitment to act the role of intervening variable; after analyzing the situation in China, they found that organizational citizenship behaviors and social capital suffered the intermediation role of organizational commitment. When Fan Yun, Men Yi and Yan Liang (2013) studied the mechanism of action between enterprises' promotion standard and staff's behaviors beyond their role, they proved affective commitment played intermediation role between the promotion standard felt by staff and their behaviors beyond their role.

7. Conclusion

Relationship among the job satisfaction, organization commitment and resignation tendency is viewed in the thesis as the core factor, based on which methodologies of literature collection and empirical analysis, together with SPSS data statistical software are employed in this research to have the following issues discussed respectively, namely, the influences imposed by population difference, job satisfaction and organization commitment on the resignation tendency as well as the intermediary effect originated from organization commitment on job satisfaction and resignation tendency. In addition, the internal mechanics among job satisfaction, organization commitment and resignation tendency is at first supposed to be clearly comprehended, besides, such a relationship after the completion of the research should also reconsidered by taking the research outcome into account so that necessary enlightenment and feasible suggestions would be proposed to facilitate the reform of hospital management. Followed next are the major conclusions drawn in this research.

In accordance with the differential statistical analysis, both gender and marriage condition have little significant contribution in distinguishing resignation tendency among varied groups; taking the variation age into consideration, staff aged 25-45 hits the highest level of resignation tendency. Additionally, according to the research outcome, resignation tendency of doctors tend to be much higher than that of the nurses, physicians also higher than nurses; medical practitioners who have obtained the medium-grade professional title are more inclined to entertain the idea of resignation.

According to the correlation analysis, each dimension of job satisfaction and organization commitment has the significantly positive correlation with the

resignation tendency, with the overall correlation coefficient of job satisfaction being (0.599) ($p < 0.01$). That is to say, the lower point the job satisfaction is obtained, the higher the matching rate would be and the lower the resignation tendency is, and the correlation between the two factors would be in a negative condition; the correlation between the affective commitment and the resignation tendency compared with others is the highest one with the correlation coefficient being 0.635 ($p < 0.01$). In addition, both the three dimension and overall level of the organization are significantly correlated with the resignation tendency ($p < 0.01$). The overall level of commitment is negatively correlated with the resignation tendency ($r = -0.709$, $p < 0.01$). Among them, affective commitment has a significantly negative correlation with the resignation tendency ($r = -0.560$, $p < 0.01$), and continuance commitment also the significantly positive correlation ($r = -0.573$, $p < 0.01$). Besides, normative commitment here has the highest correlation with resignation tendency, indicating that the higher the normative commitment is, the lower the resignation tendency would be. It is known that doctors are always the advanced specialists who are supposed to have the higher normative commitment. Last, the overall level of MSQ is also negatively correlated with the resignation tendency ($r = -0.655$, $p < 0.01$); the internal satisfaction has a significantly negative correlation with the resignation tendency ($r = -0.560$, $p < 0.01$), and the external satisfaction the negative correlation ($r = -0.610$, $p < 0.01$), too, and the general satisfaction also the negative correlation ($r = -0.654$, $p < 0.01$). The outcome listed above is in line with the conclusions drawn by several precedent scholars, because of which the researches in this field would be strengthened.

The outcome of intermediary test indicates that the organization commitment actually acts as the intermediary variation of the job satisfaction and resignation tendency. To further explore and test the predictability differentiation of the organization commitment to the resignation tendency,

methods of path analysis and Hierarchical-multiple regression analysis are employed to make a conclusion that the standardized regression coefficient between the organization commitment and resignation tendency is 0.62, and the director commitment and resignation tendency 0.37, through which it would be safely concluded that the organization commitment is able to predict the resignation tendency and can act as the intermediary variation between the job satisfaction and the resignation tendency.

As the indispensable element of the medical service system, work shouldered by doctors and nurses plays a vital role in the development of a certain hospital. Doctors, nurses and the relevant administrative staff constitute the major body a hospital, because of which, the quality and quantity requirement in a hospital of practitioners in these kinds are supposed to be highlighted; more importantly, the working attitude of doctors should also be attached with great importance as it closely determines the quality of medical service provided by the hospital, together with the patient satisfaction of the hospital. Organization commitment according to the related researches is the essential attitude variation able to reflect the doctors' psychological behavior, additionally, such a factor can also demonstrate a doctor's loyalty and commitment to the hospital he is serving. Henceforth, the enhancement of the loyalty would accordingly has the patient satisfaction increased, improving the profit of the hospital. At present days, the ever-profounder social reform gradually intensifies the competition in the medical market. For this reason, on the premise of serving the society, if a hospital entertains a desire to have its ambition realized, it is without any doubt for it to pay close attention to stimulate the doctors' enthusiasm towards job. As the most important internal factors substantially influencing doctors' working behavior, the amelioration of job satisfaction and organization commitment can not only have the doctors' working enthusiasm and job loyalty escalated, but also be able to have them motivated to be dedicated in the innovation and scientific research. The profound understanding of doctors' organization

commitment to the hospital can on the one hand better improve doctors' attitude towards his job, significantly increasing the working efficiency and the patience satisfaction; on the other hand, the normal operation of the overall medical system can also be guaranteed through arousing doctors' professional dedication and morality, providing much more advanced service to the public and the society. More importantly, the resignation rate of medical practitioners can be possibly reduced as well through the improvement of the job satisfaction and the organization commitment so that the hospital human resource management would be ultimately ameliorated.

8. Recommendations

8.1 Limitations

This research makes a detailed review of the relevant literatures about the organizational commitment, job satisfaction, turnover intention and the relationship among them. On the basis of the literature review, this research sets up the theoretical model of the relationship among organizational commitment, job satisfaction and turnover intention. By utilizing the first-hand data which is got from the CNPC center hospital, this research carries out the empirical test for the theoretical model. The obtained main conclusions have a certain guidance and significance for the theoretical research and management practice of medical industry's employees' working value, job satisfaction, and turnover behaviors. However, this research has the following deficiencies:

1. The selection of organizational commitment, job satisfaction and turnover intention's measurement index needs to be perfected. As for the selection of working value, this research adopts the method of different classification for the organizational commitment, aiming at examining whether the organizational commitment and job satisfaction of different latitudes (intrinsic job satisfaction, general and extrinsic job satisfaction) and turnover intention have the remarkable influential relation and whether the organizational commitment exert a mediating effect between the job satisfaction and turnover intention. In the process of examining the theoretical model, this research finds out different scholars have different research perspectives and the selections of different index types for examining are quite different. Therefore, the absolute index, relative index, quantitative index and qualitative index of the three variable measurements have some differences

for the influence of relationship among working value, job satisfaction and turnover intention.

2. In terms of the selection of samples, because of the relatively higher homogeneity of demographic variables among the investigated objects, the investigation scope of this paper is limited in Beijing medical industry. The author has a limited channel for getting the information, so smaller sample capacity is also an important factor of influencing the measurement result. This will be perfected in the following work.

3. In the empirical study, many methods are needed to use for measuring the variables. In order to guarantee the scientific, reasonable and operable measurement, the selected index for each variable's examination seems very critical in the design of theoretical model. It doesn't conduct the interactive examination to test whether the selected index of this research is suitable for other types of enterprises.

Although there are many regrets left in this research and there are many problems to be solved, this research provides a new perspective and new direction of research for other scholars.

8.2 Recommendations for future research

Expand the number and scope of the research samples. Although the representativeness of the samples should be taken into consideration as much as possible, this research only takes samples from the CNPC center hospital. So the collected data cannot represent the situations of hospitals of all levels. In the future relevant researches, the samples should be distributed into the further wider hospitals or the researchers should make the relevant researches in hospitals of different ownership systems, thus can get the conclusions with the general significance and further perfect the theoretical research of this field.

It is suggested that the selected scope of samples should be expanded in the following study and researchers should make a further study and verification about the doctors' situation of organizational commitment and turnover intention in different-level hospitals, thus the result of data analysis has more representativeness and practical significance.

The employees of different industries have some differences in the organizational commitment, job satisfaction and turnover intention, so the relationship among these three aspects is likely to have different results because of the different industries. China's research for this issue is not perfect, so exploring the influence of other industries' employees' job satisfaction, organizational commitment and turnover intention as well as their mutual relation has an important significance for theoretical perfection and management practice.

This research is carried out on the basis of taking the three factors model of Meyer& Allen for reference and the obtained result is identical with the original research. What is especially worthy of pointing out is that this research has a specific significance for the medical industry, so it is worthy of making the corresponding follow-up study in the following research.

There are many factors of influencing the turnover intention. This research only selects the demographic variables to discuss. Other variables are not explored such as the job satisfaction, organizational culture, and leader behaviors and so on. It is suggested to make multivariable analysis.

The turnover intention has a certain difference with the turnover behaviors. The former one is a kind of psychology perception, while the latter one is a kind of specific behaviors. What the degree of such kind of psychology perception causing the behaviors results needs a long-term collection of data and

investigation. This is a major content of the following research.

By empirical analysis, this research gets the conclusion that the doctors' organizational commitment has a certain relation with the turnover intention, but in terms of the complexity of its human resource management and psychology, maybe there exist certain mediating variables which are not brought into this research model. More efforts are needed to make in the following research.

8.3 Recommendations for hospital industry

On the basis of empirical study, the Center Hospital of CNPC should pay attention to the following aspects and the hospital administrators of the same industry can also take them for reference and think about them.

The affective commitment has a remarkable influence to the turnover intension, so firstly the affective commitment of doctors should be improved. The doctors with strong affective commitment make more contributions to realizing the hospital's objective. They are totally willing to make dedication for the work and hospital and it is impossible for them to leave away the hospital.

1. This requires that firstly the hospital should pay attention to pre-job training. There is research showing that the initial working experience of entering a job position is most important for developing the doctors' affective commitment. The hospital should seize this golden opportunity. The personnel department and responsible officers of each department should jointly carry out the concentration training for the new doctors to know the hospital's history and culture, hospital's regulation, working skills and interpersonal communication, thus guiding them to be familiar with the hospital's environment as soon as possible. Meanwhile, the hospital should learn to "build the atmosphere". They

should take advantage of various ways and opportunities to publicity the hospital's concept and culture, such as the celebration meeting, hospital's local area network and sport meeting, thus can improve the new doctors' recognition to the hospital. They will find their sense of belonging as soon as possible and establish the close relationship with the hospital.

2. Secondly, the guidance for the responsible personnel of each department should be strengthened. As the immediate superior, the responsible personnel of each department has a great influence to doctors' organizational commitment, because the reflection of the hospital value, hospital policy is delivered and implemented by the superior directly. After the doctor getting the guidance about the relevant professional skill, mode of solving problems, ideas for thinking about a problem and the aspect of dealing with the interpersonal relationship, they will feel their own importance and they can also feel they are respected by others, thus their organizational commitment level will be improved naturally.

3. Pay attention to in-depth training for the doctors of continual commitment. The key to attracting more patients for the hospital is to possess the doctors with high technique and good reputation. In order to retain a part of prestigious professors, the hospital must provide the corresponding training, thus the renowned doctors can have a high expectation for their career and see the promotion space of their own ability. It is required that the hospital can provide such group the in-depth training, thus they can have the opportunity to be exposed to the latest scientific achievements of medical field and improve their own technology and ability. Moreover, they don't have to spend much time on training, thus their normal medical work will not be delayed.

4. In accordance with the different demographic variables, the policy and measures should be adopted varying with each individual. For example, as for

the young doctors who just entering the hospital, they have a high expectation for their career development, so the opportunity of multiple career development should be provided for them. The hospital should use the success expectation and requirement, thus guiding them to realize their self-value. They will feel that the hospital attaches importance to their development, thus enhancing their recognition and sense of belonging to the hospital. Furthermore, as for the married doctors, the hospital should set the kindergarten affiliated to the hospital and other welfare agencies, thus alleviating their family burden. They can put more energy into work carefully.

5. Build a good atmosphere of interpersonal communication. The medical work extremely pays attention to the team cooperation. Building a good relationship among all the member of each department is important for improving the working efficiency and satisfaction degree. This is required that the communication among doctors should be strengthened, and an atmosphere of respecting knowledge and a harmonious working environment should be built. The hospital should establish a hospital culture which focuses on team cooperation, and pay attention to deepening and developing the tutorial system. The maturity of doctors' medical technology cannot be divorced from the reality and develop independently. Therefor the supervision should lead the new doctors to be familiar with the medical procedure as soon as possible. The new doctors can realize the transition from observation learning to assistant and then to the skilled doctors. In this process, the supervision is required to spare no effort to cultivating the new powers.

6. Pay full attention to the motivation and cultivation of doctors' high-level needs. Maslow's Hierarchy of Need Theory thinks that need for esteem, self-actualization need and other high-level needs. These needs are the satisfied requirements which get from their inner heart. To stimulate people's initiative through satisfying people's high-level needs has a more

stable and everlasting power. The perfection and satisfaction of doctors' high-level needs can always bring the motivations to a large extent, thus improving the doctors' overall level of organizational commitment. This is helpful for motivating the doctors fully, effectively and permanently. Through the process of motivating the doctors, the hospital should attach importance to motivating and cultivating the doctors' high-level needs, which mainly takes the spiritual needs as the principal, such as career development, position in industry and so on. The hospital should emphasize the improvement of individual prestige and satisfaction of spiritual expectation. For example, promote some doctors to an important working position, thus they can get satisfaction both materially and mentally.

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Appendix A: Questionnaire Scales

A 1. Questionnaire (English Version)

Dear participant,

My name is Xu Rui, a student who is studying International Service Management at Stenden University in the Nederland. This questionnaire is being conducted for the author's master thesis with the purpose of examining the relationship between employee satisfaction and their choice of upward influence tactics in China hospital organizations. The questionnaire below will probably take you 6-8 minutes, and I sincerely appreciate for your help in answering these questions.

All answers were confidential and complete anonymity is assured.

Rui Xu

Personal Data:

Age: □<25　　□25-35　　□35-45　　□>45

Gender: □Male　　□Female

Civil Status: □Single　　□Married

Category of employment: □Doctor　　　　□Nursing personnel □Administrative personnel

Department: □Internal medicine　　　　□Surgical　　　　□Assistant □Administrative

Professional title: □Junior　　□Intermediate　　□Senior

Education degree: □Junior college education　　□Bachelor　　□Master or higher education

In rating the items below, please use the following scale:

1. Disagree strongly

2. Disagree

3. Neither disagree or agree

4. Agree

5. Agree strongly

Minnesota Satisfaction Questionnaire

On my present job, this is how I feel about…	Strongly Disagree	Disagree	N	Agree	Strongly Agree
Being able to keep busy all the time.					
The chance to work alone on the job.					
The chance to do different things from time to time.					
The chance to be "somebody" in the community.					
The way my boss handles his/her workers.					
The competence of my supervisor in making decisions.					
Being able to do things that don't go against my conscience.					
The way my job provides					

for steady employment.				
The chance to do things for other people.				
The chance to tell people what to do.				
The chance to do something that makes use of my abilities.				
The way company policies are put into practice.				
My pay and the amount of work I do.				
The chances for advancement on this job.				
The freedom to use my own judgment.				
The chance to try my own methods of doing the job .				
The working conditions.				
The way my co-workers get along with each other.				
The praise I get for doing a good job.				
The feeling of accomplishment I get from the job.				

Commitment

I would be very happy to spend the rest of my career with this organisation.	Strongly Disagree	Disagree	N	Agree	Strongly Agree
I really feel as if this organisation's problems are my own.					
I do not feel a strong sense of belonging to my organisation. (R) I do not feel emotionally attached to this organisation. (R)					
I do not feel like part of the family at my organisation. (R)					
This organisation has a great deal of personal meaning for me.					
Right now, staying with my organisation is a matter of necessity as much as desire.					
It would be very hard for me to leave my organisation right now, even if I wanted to.					
Too much of my life would					

be disrupted if I decided to leave my organisation now.					
I feel that I have too few options to consider leaving this organisation.					
If I had not already put so much of myself into this organisation, I might consider working elsewhere.					
One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.					
I do not feel any obligation to remain with my current employer. (R)					
Even if it were to my advantage, I do not feel it would be right to leave my organisation now.					
I would feel guilty if I left this organisation now.					
This organisation deserves my loyalty.					
I would not leave my organisation right now because I have a sense of obligation to the people in it.					

I owe a great deal to my organisation.					

I am sick of my present job sometimes and want to get a new job.	Strongly Disagree	Disagree	N	Agree	Strongly Agree
I want to resign my present job often.					
I am looking for other job opportunities.					
I will accept if there is a suitable job.					

A 2: Questionnaire (Chinese Version)

我已邀请您填写表单：

医院员工满意度调查

亲爱的医院同仁，您好：

我叫徐瑞，我是一名就读于荷兰斯坦德大学国际服务管理专业的研究生。本次的调查是为了完成我的硕士论文而设计的，目的是研究医院员工满意度、工作主动性与忠诚度或是离职与医院员工对上级领导影响策略之间的关系。填写这份问卷可能会占用您宝贵的 6 到 8 分钟时间，为此，请允许我向您表达我最真诚的谢意！

（本人保证所有的调查结果都是保密的，匿名的，请放心填写）

徐瑞

个人信息：

年龄：□<25　　　□25-35　　　□35-45　　　□>45

性别：□男　　□女

婚姻情况：□单身　　□已婚

行业类别：□医生　　□护理人员　　□行政人员

Department：□内科　□外科　　□辅助 Department　　□行政 Department

Professional：□低级　□中级　　□高级

教育程度：□高等教育　　□本科　　　□研究生或者更高教育

在选项时，请参照以下标准：

1. 强烈反对

2. 反对

4. 即不同意，也不反对

6. 同意

7．强烈同意

明尼苏达满意度短式量表(MSQ)

Minnesota Satisfaction Questionnaire

下面你能看到一些关于你目前工作的陈述。仔细阅读这些陈述，确定你对句子中所描述的关于你目前工作的某方面是否满意。然后在与你的满意程度一致的方框内打"√"或使用其他方式标注。

非常满意：指对我工作的这一方面非常满意。

满意：指对我工作的这一方面满意。

不确定：指不能确定对我工作的这一方面是满意还是不满意。

不满意：指对我工作的这一方面不满意。

非常不满意：指对我工作的这一方面非常不满意。

对你现在的工作感觉如何？	非常满意	满意	不确定	不满意	非常不满意
1、能够一直保持忙碌的状态					
2、独立工作的机会					
3、时不时地能有做一些不同事情的机会					
4、在团体中成为重要角色的机会					
5、我的上司对待他/她的下属的方式					
6、我的上司做决策的能力					
7、能够做一些不违背我良心的事情					
8、我的工作的稳定性					
9、能够为其他人做些事情的机会					
10、告诉他人该做些什么的机会					
11、能够充分发挥我能力的机会					

12、医院政策实施的方式					
13、我的收入与我的工作量					
14、职位晋升的机会					
15、能自己作出判断的自由					
16、自主决定如何完成工作的机会					
17、工作条件					
18、同事之间相处的方式					
19、工作表现出色时，所获得的奖励					
20．我能够从工作中获得的成就感					

组织承诺

	非常满意	满意	不确定	不满意	非常不满意
我会非常乐意将我余生的职业生涯与这个组织一起度过。					
我真心将我组织所遇到难题视作我自己的困难一样。					
我并未感受到很强烈的组织归属感。 我对这个组织没有任何眷恋。					
我不认为自己是这个组织家庭的一部分。					
这个组织对我个人来说，具有重大的人生意义。					
只要能和我的组织待在一起，我已经无欲可求。					
我现在与我的组织已经密不可分，即使有离开的的念头也依然					

无法做到。					
如果我决定离开我现在的组织，我的生活将完全被打乱。					
我认为离开这个组织后，我也不会有其他更好的选择。					
如果我曾经没有投入了太多的精力到这个组织，我可能会考虑其他地方工作。					
离开这个组织为数不多的负面影响之一就是缺乏替补人员。					
我不认为自己任何义务一定要留在这里为我现在的雇主效劳。					
即便我有更好的去向，但我不会因此而离开现在的组织。					
如果现在就离开这个组织，我会感到内疚。					
这个组织值得我对它忠诚。					
我不会现在离开我的组织，因为我是有责任感的人。					
我对我的组织十分感激。					

Turnover Intention

	非常满意	满意	不确定	不满意	非常不满意
对目前的工作,有时我觉得十分厌烦而想换个工作。					
我经常想辞去目前的工作。					
我会寻求其他工作机会。					
如果有适合的工作，我将接受。					

Appendix B: The original output of SPSS Statistics

B 1: Frequency statistics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	61	57.0	57.0	57.0
	2	46	43.0	43.0	100.0
	Total	107	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	20.6	20.6	20.6
	2	48	44.9	44.9	65.4
	3	24	22.4	22.4	87.9
	4	13	12.1	12.1	100.0
	Total	107	100.0	100.0	

Category of employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	56	52.3	52.3	52.3
	2	33	30.8	30.8	83.2
	3	18	16.8	16.8	100.0
	Total	107	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	25	23.4	23.4	23.4
	2	37	34.6	34.6	57.9
	3	32	29.9	29.9	87.9
	4	13	12.1	12.1	100.0
	Total	107	100.0	100.0	

Professional title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	30.8	30.8	30.8
	2	53	49.5	49.5	80.4
	3	21	19.6	19.6	100.0
	Total	107	100.0	100.0	

Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	15.0	15.0	15.0
	2	54	50.5	50.5	65.4
	3	37	34.6	34.6	100.0
	Total	107	100.0	100.0	

B 2: Reliability

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.768	4

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.833	6

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.923	10

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.951	20

Organizational commitment:

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.935	6

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.928	6

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded^a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.921	6

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded^a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.952	18

Employee turnover intention:

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded a	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.841	4

B 3: Validity Statistics

Satisfaction:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	1469.470
	df	190
	Sig.	.000

Component Matrix^a

	Component		
	1	2	3
MSQ1	.671	-.242	.043
MSQ2	.729	.182	-.249
MSQ3	.622	.015	.454
MSQ4	.734	.389	-.018
MSQ5	.698	.379	-.221
MSQ6	.736	.362	-.100
MSQ7	.763	.128	-.355
MSQ8	.687	.122	-.439
MSQ9	.711	.309	.158
MSQ10	.615	.334	.400
MSQ11	.677	-.260	.155
MSQ12	.792	-.143	.094
MSQ13	.583	.164	.468
MSQ14	.644	.028	-.061
MSQ15	.728	-.314	-.196
MSQ16	.801	-.380	-.051
MSQ17	.776	-.316	-.007
MSQ18	.829	.026	.051
MSQ19	.765	-.414	-.002
MSQ20	.812	-.192	.073

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Organizational commitment:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	1655.404
	df	153
	Sig.	.000

Component Matrix[a]

	Component		
	1	2	3
AC1	.759	.028	-.407
AC2	.744	.078	-.302
AC3	.771	-.055	-.465
AC4	.767	-.051	-.446
AC5	.814	-.050	-.379
AC6	.766	.064	-.399
CC1	.748	-.237	.139
CC2	.786	-.401	.164
CC3	.745	-.511	.087
CC4	.700	-.318	.306
CC5	.792	-.235	.261
CC6	.695	-.502	.313
NC1	.711	.130	.254
NC2	.714	.359	.244
NC3	.734	.497	.185
NC4	.737	.361	.252
NC5	.756	.403	.098
NC6	.713	.477	.228

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Employee turnover intention:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	. Chi-Square	187.922
	df	6
	Sig.	.000

Component Matrix[a]

	Component
	1
L1	.694
L2	.895
L3	.862
L4	.826

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

B 4: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Inner satisfaction	107	1.00	4.00	2.7523	.74090
External satisfaction	107	1.00	4.00	2.8660	.69982
General satisfaction	107	1.00	4.00	2.5850	.75045
满意度	107	1.00	4.00	2.7028	.69411
Affective commitment	107	1.00	4.83	3.1682	.83475
Continuance commitment	107	1.00	5.00	3.2368	1.03807
Normative commitment	107	1.00	5.00	3.2687	.93649
Commitment	107	1.28	4.67	3.2430	.80960
Turnover Intention	107	1.00	5.00	2.7780	.71236
Valid N (listwise)	107				

B 5: Features of population

Gender:

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Turnover	1	61	2.8934	.62159	.07959
Intention	2	46	2.6250	.79887	.11779

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Turnover Intention	Equal variances assumed	4.532	.036	1.955	105	.053	.26844	.13729
	Equal variances not assumed			1.888	82.562	.062	.26844	.14215

Age:

Test of Homogeneity of Variances

Employee turnover intention

Levene Statistic	df1	df2	Sig.
3.908	3	103	.011

ANOVA

Employee turnover intention

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.531	3	1.844	3.935	.011
Within Groups	48.260	103	.469		
Total	53.791	106			

Post Hoc Tests

Marriage:

Group Statistics

	Marraige	N	Mean	Std. Deviation	Std. Error Mean
Turnover	1	58	2.89	.75	.09822
Intention	2	49	2.65	.65	.09305

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
Turnover Intention	Equal variances assumed	.750	.388	1.753	105	.083	.23997	.13689	-.03146	.51140	
	Equal variances not assumed			1.774	104.894	.079	.23997	.13530	-.02831	.50825	

Category of employment:

Test of Homogeneity of Variances

Employee turnover intention

Levene Statistic	df1	df2	Sig.
3.856	2	104	.024

ANOVA

Employee turnover intention

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.885	2	1.942	4.048	.020
Within Groups	49.906	104	.480		
Total	53.791	106			

Test of Homogeneity of Variances

Employee turnover intention

Levene Statistic	df1	df2	Sig.
1.988	3	103	.120

ANOVA

Employee turnover intention

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.902	3	4.967	13.157	.000
Within Groups	38.889	103	.378		
Total	53.791	106			

Professional title:

Test of Homogeneity of Variances

Employee turnover intention

Levene Statistic	df1	df2	Sig.
1.040	2	104	.357

ANOVA

Employee turnover intention

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.929	2	2.464	5.245	.007
Within Groups	48.862	104	.470		
Total	53.791	106			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: Turnover Intention

	(I) Professional	(J) Professional	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
LSD	1	2	-.46784*	.15199	.003	-.7692	-.1664
		3	-.12013	.19134	.531	-.4996	.2593
	2	1	.46784*	.15199	.003	.1664	.7692
		3	.34771	.17674	.052	-.0028	.6982
	3	1	.12013	.19134	.531	-.2593	.4996
		2	-.34771	.17674	.052	-.6982	.0028
Tamhane	1	2	-.46784*	.14333	.005	-.8186	-.1171
		3	-.12013	.21092	.922	-.6488	.4085
	2	1	.46784*	.14333	.005	.1171	.8186
		3	.34771	.20022	.253	-.1579	.8534
	3	1	.12013	.21092	.922	-.4085	.6488
		2	-.34771	.20022	.253	-.8534	.1579

*. The mean difference is significant at the 0.05 level

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.381	7	1.340	2.987	.007[b]
	Residual	44.410	99	.449		
	Total	53.791	106			
2	Regression	27.657	10	2.766	10.159	.000[c]
	Residual	26.134	96	.272		
	Total	53.791	106			
3	Regression	28.079	11	2.553	9.432	.000[d]
	Residual	25.711	95	.271		
	Total	53.791	106			

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marraige, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter
3	Affective commitment[b]	.	Enter

a. Dependent Variable: Turnover Intention

b. All requested variables entered.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.381	7	1.340	2.987	.007[b]
	Residual	44.410	99	.449		
	Total	53.791	106			
2	Regression	27.657	10	2.766	10.159	.000[c]
	Residual	26.134	96	.272		
	Total	53.791	106			
3	Regression	28.079	11	2.553	9.432	.000[d]
	Residual	25.711	95	.271		
	Total	53.791	106			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Educational Level, Gender, Marraige, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marraige, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

d. Predictors: (Constant), Educational Level, Gender, Marraige, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction, Affective commitment

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marraige, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter

a. Dependent Variable: Affective commitment

b. All requested variables entered.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.515	7	1.216	1.843	.087[b]
	Residual	65.345	99	.660		
	Total	73.861	106			
2	Regression	46.303	10	4.630	16.130	.000[c]
	Residual	27.558	96	.287		
	Total	73.861	106			

a. Dependent Variable: Affective commitment

b. Predictors: (Constant), Educational Level, Gender, Marraige, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marraige, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.138	.438		7.173	.000
	Gender	.293	.192	.175	1.527	.130
	Age	.241	.140	.267	1.722	.088
	Marraige	.194	.218	.116	.891	.375
	Profession	-.081	.133	-.073	-.611	.543
	Department	-.030	.104	-.034	-.286	.776
	Professional	-.466	.165	-.394	-2.817	.006
	Educational Level	-.062	.134	-.050	-.460	.646
2	(Constant)	1.490	.329		4.533	.000
	Gender	.133	.128	.079	1.039	.302
	Age	.261	.093	.289	2.817	.006
	Marraige	.003	.145	.002	.021	.984
	Profession	-.065	.089	-.058	-.728	.468
	Department	-.160	.071	-.185	-2.260	.026
	Professional	-.402	.110	-.339	-3.666	.000
	Educational Level	-.186	.090	-.152	-2.077	.040
	Inner satisfaction	.080	.133	.071	.601	.549
	External satisfaction	.533	.155	.447	3.430	.001
	General satisfaction	.305	.151	.274	2.021	.046

a. Dependent Variable: Affective commitment

Variables Entered/Removeda

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marraige, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter
3	Continuance commitment[b]	.	Enter

a. Dependent Variable: Turnover Intention

b. All requested variables entered.

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.381	7	1.340	2.987	.007[b]
	Residual	44.410	99	.449		
	Total	53.791	106			
2	Regression	27.657	10	2.766	10.159	.000[c]
	Residual	26.134	96	.272		
	Total	53.791	106			
3	Regression	31.195	11	2.836	11.923	.000[d]
	Residual	22.596	95	.238		
	Total	53.791	106			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Educational Level, Gender, Marrige, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marrige, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction,

General satisfaction

d. Predictors: (Constant), Educational Level, Gender, Marrige, Department,

Professional, Profession, Age, Inner satisfaction, External satisfaction,

General satisfaction, Continuance commitment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.645	.361		10.105	.000
	Gender	-.048	.158	-.034	-.303	.762
	Age	-.223	.115	-.290	-1.933	.056
	Marrige	-.062	.179	-.043	-.343	.732
	Profession	-.050	.109	-.053	-.456	.650
	Department	-.192	.086	-.261	-2.245	.027
	Professional	.312	.136	.309	2.290	.024
	Educational Level	-.122	.111	-.116	-1.102	.273
2	(Constant)	4.662	.320		14.563	.000
	Gender	.065	.124	.045	.521	.603
	Age	-.235	.090	-.305	-2.604	.011
	Marrige	.056	.141	.039	.397	.692
	Profession	-.079	.086	-.084	-.920	.360
	Department	-.086	.069	-.116	-1.245	.216
	Professional	.259	.107	.256	2.428	.017
	Educational Level	-.024	.087	-.023	-.279	.781
	Inner satisfaction	-.042	.130	-.044	-.326	.745
	External satisfaction	-.123	.151	-.121	-.810	.420
	General satisfaction	-.451	.147	-.475	-3.066	.003
3	(Constant)	5.005	.312		16.033	.000
	Gender	.136	.118	.095	1.156	.251
	Age	-.185	.085	-.240	-2.168	.033
	Marrige	.067	.132	.047	.511	.611
	Profession	-.118	.081	-.125	-1.450	.150
	Department	-.093	.065	-.126	-1.445	.152
	Professional	.175	.102	.173	1.718	.089
	Educational Level	-.026	.082	-.025	-.321	.749
	Inner satisfaction	-.127	.123	-.132	-1.029	.306
	External satisfaction	-.062	.142	-.061	-.438	.663
	General satisfaction	-.286	.144	-.301	-1.986	.050
	Continuance commitment	-.216	.056	-.315	-3.857	.000

a. Dependent Variable: Turnover Intention

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marrige, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter

a. Dependent Variable: Continuance commitment

b. All requested variables entered.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.520	7	1.789	1.741	.108[b]
	Residual	101.704	99	1.027		
	Total	114.224	106			
2	Regression	38.400	10	3.840	4.862	.000[c]
	Residual	75.825	96	.790		
	Total	114.224	106			

a. Dependent Variable: Continuance commitment

b. Predictors: (Constant), Educational Level, Gender, Marrige, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marriage, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter
3	Normative commitment[b]	.	Enter

a. Dependent Variable: Turnover Intention

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418[a]	.174	.116	.66977
2	.717[b]	.514	.464	.52176
3	.779[c]	.606	.561	.47214

a. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction, Normative commitment

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.381	7	1.340	2.987	.007^b
	Residual	44.410	99	.449		
	Total	53.791	106			
2	Regression	27.657	10	2.766	10.159	.000^c
	Residual	26.134	96	.272		
	Total	53.791	106			
3	Regression	32.614	11	2.965	13.300	.000^d
	Residual	21.177	95	.223		
	Total	53.791	106			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

d. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

Normative commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.645	.361		10.105	.000
	Gender	-.048	.158	-.034	-.303	.762
	Age	-.223	.115	-.290	-1.933	.056
	Marriage	-.062	.179	-.043	-.343	.732
	Profession	-.050	.109	-.053	-.456	.650
	Department	-.192	.086	-.261	-2.245	.027
	Professional	.312	.136	.309	2.290	.024
	Educational Level	-.122	.111	-.116	-1.102	.273
2	(Constant)	4.662	.320		14.563	.000
	Gender	.065	.124	.045	.521	.603
	Age	-.235	.090	-.305	-2.604	.011
	Marriage	.056	.141	.039	.397	.692
	Profession	-.079	.086	-.084	-.920	.360
	Department	-.086	.069	-.116	-1.245	.216
	Professional	.259	.107	.256	2.428	.017
	Educational Level	-.024	.087	-.023	-.279	.781
	Inner satisfaction	-.042	.130	-.044	-.326	.745
	External satisfaction	-.123	.151	-.121	-.810	.420
	General satisfaction	-.451	.147	-.475	-3.066	.003
3	(Constant)	5.136	.307		16.750	.000
	Gender	.024	.113	.017	.217	.829
	Age	-.239	.082	-.310	-2.929	.004
	Marriage	.103	.128	.073	.807	.422
	Profession	-.066	.078	-.070	-.846	.400
	Department	-.121	.063	-.165	-1.931	.056
	Professional	.243	.097	.241	2.519	.013
	Educational Level	-.055	.079	-.053	-.696	.488
	Inner satisfaction	-.144	.119	-.150	-1.209	.230
	External satisfaction	-.139	.137	-.136	-1.010	.315
	General satisfaction	.062	.172	.065	.359	.720
	Normative commitment	-.403	.086	-.530	-4.716	.000

a. Dependent Variable: Turnover Intention

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marriage, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter

a. Dependent Variable: Normative commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.227[a]	.052	-.015	.94365	.052	.771	7	99	.613
2	.820[b]	.672	.638	.56353	.620	60.533	3	96	.000

a. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	4.806	7	.687	.771	.613^b
1	Residual	88.156	99	.890		
	Total	92.963	106			
	Regression	62.476	10	6.248	19.673	.000^c
2	Residual	30.487	96	.318		
	Total	92.963	106			

a. Dependent Variable: Normative commitment

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.602	.508		5.121	.000
	Gender	.107	.223	.057	.479	.633
	Age	-.040	.163	-.040	-.246	.806
	Marraige	.313	.253	.167	1.237	.219
	Profession	-.065	.154	-.052	-.419	.676
	Department	.137	.121	.142	1.139	.257
	Professional	-.131	.192	-.099	-.683	.496
	Educational Level	.084	.156	.061	.541	.590
2	(Constant)	1.177	.346		3.406	.001
	Gender	-.100	.134	-.053	-.745	.458
	Age	-.010	.097	-.010	-.106	.916
	Marriage	.117	.153	.063	.769	.444
	Profession	.033	.093	.027	.353	.725
	Department	-.088	.075	-.091	-1.182	.240
	Professional	-.039	.115	-.029	-.339	.735
	Educational Level	-.076	.094	-.055	-.810	.420
	Inner satisfaction	-.253	.140	-.200	-1.805	.074
	External satisfaction	-.039	.164	-.029	-.239	.811
	General satisfaction	1.271	.159	1.019	8.004	.000

a. Dependent Variable: Normative commitment

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marriage, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter
3	Commitment[b]	.	Enter

a. Dependent Variable: Turnover Intention

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418[a]	.174	.116	.66977
2	.717[b]	.514	.464	.52176
3	.777[c]	.603	.558	.47385

a. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction, Commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.381	7	1.340	2.987	.007[b]
	Residual	44.410	99	.449		
	Total	53.791	106			
2	Regression	27.657	10	2.766	10.159	.000[c]
	Residual	26.134	96	.272		
	Total	53.791	106			
3	Regression	32.460	11	2.951	13.143	.000[d]
	Residual	21.330	95	.225		
	Total	53.791	106			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

d. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction, Commitment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.645	.361		10.105	.000
	Gender	-.048	.158	-.034	-.303	.762
	Age	-.223	.115	-.290	-1.933	.056
	Marriage	-.062	.179	-.043	-.343	.732
	Profession	-.050	.109	-.053	-.456	.650
	Department	-.192	.086	-.261	-2.245	.027
	Professional	.312	.136	.309	2.290	.024
	Educational Level	-.122	.111	-.116	-1.102	.273
2	(Constant)	4.662	.320		14.563	.000
	Gender	.065	.124	.045	.521	.603
	Age	-.235	.090	-.305	-2.604	.011
	Marriage	.056	.141	.039	.397	.692
	Profession	-.079	.086	-.084	-.920	.360
	Department	-.086	.069	-.116	-1.245	.216
	Professional	.259	.107	.256	2.428	.017
	Educational Level	-.024	.087	-.023	-.279	.781
	Inner satisfaction	-.042	.130	-.044	-.326	.745
	External satisfaction	-.123	.151	-.121	-.810	.420
	General satisfaction	-.451	.147	-.475	-3.066	.003
3	(Constant)	5.293	.321		16.480	.000
	Gender	.118	.113	.082	1.039	.302
	Age	-.167	.083	-.217	-2.012	.047
	Marriage	.094	.129	.066	.729	.468
	Profession	-.105	.079	-.111	-1.332	.186
	Department	-.134	.064	-.182	-2.115	.037
	Professional	.136	.100	.135	1.354	.179
	Educational Level	-.067	.080	-.064	-.837	.405
	Inner satisfaction	-.114	.119	-.119	-.962	.339
	External satisfaction	-.015	.139	-.015	-.107	.915
	General satisfaction	-.113	.152	-.119	-.740	.461
	Commitment	-.438	.095	-.498	-4.625	.000

a. Dependent Variable: Turnover Intention

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marriage, Department, Professional, Profession, Age[b]	.	Enter
2	Inner satisfaction, External satisfaction, General satisfaction[b]	.	Enter

a. Dependent Variable: Commitment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319[a]	.102	.038	.79400
2	.800[b]	.640	.603	.51037

a. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.065	7	1.009	1.601	.144[b]
	Residual	62.413	99	.630		
	Total	69.479	106			
2	Regression	44.473	10	4.447	17.074	.000[c]
	Residual	25.006	96	.260		
	Total	69.479	106			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Inner satisfaction, External satisfaction, General satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.803	.428		6.556	.000
	Gender	.292	.188	.180	1.557	.123
	Age	.128	.137	.146	.935	.352
	Marriage	.266	.213	.164	1.250	.214
	Profession	-.116	.130	-.108	-.896	.373
	Department	.058	.102	.070	.575	.567
	Professional	-.350	.162	-.304	-2.161	.033
	Educational Level	.028	.131	.023	.212	.833
2	(Constant)	1.441	.313		4.603	.000
	Gender	.121	.122	.074	.996	.322
	Age	.154	.088	.176	1.746	.084
	Marriage	.086	.138	.053	.621	.536
	Profession	-.058	.084	-.054	-.682	.497
	Department	-.111	.067	-.132	-1.638	.105
	Professional	-.281	.104	-.244	-2.691	.008
	Educational Level	-.097	.086	-.081	-1.134	.260
	Inner satisfaction	-.164	.127	-.150	-1.294	.199
	External satisfaction	.246	.148	.213	1.661	.100
	General satisfaction	.772	.144	.715	5.365	.000

a. Dependent Variable: Commitment

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Educational Level, Gender, Marriage, Department, Professional, Profession, Age[b]	.	Enter
2	Normative commitment, Continuance commitment, Affective commitment[b]	.	Enter

a. Dependent Variable: Turnover Intention

b. All requested variables entered.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.381	7	1.340	2.987	.007[b]
	Residual	44.410	99	.449		
	Total	53.791	106			
2	Regression	32.261	10	3.226	14.385	.000[c]
	Residual	21.530	96	.224		
	Total	53.791	106			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age

c. Predictors: (Constant), Educational Level, Gender, Marriage, Department, Professional, Profession, Age, Normative commitment, Continuance commitment, Affective commitment