The Influence of Job Satisfaction, Compensation Satisfaction, and Job Embeddedness on Turnover Intention: The Mediating Role of Organizational Commitment in China's Ceramic Industry

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Abstract

Purpose: This study aims to comprehensively investigate the complex mechanisms influencing employee turnover intention within China's traditional manufacturing sector, with specific focus on the ceramic industry in Foshan. The research examines both direct and mediated effects through an integrated theoretical framework that incorporates both economic and psychosocial factors. **Design/methodology/approach:** Employing a quantitative cross-sectional research design, data were collected from 368 employees across various ceramic manufacturing enterprises in Foshan through a structured questionnaire. Advanced statistical techniques including Structural Equation Modeling (SEM) with bootstrapping analysis were utilized to test the hypothesized relationships and mediation effects. **Findings:** The empirical results demonstrate that job satisfaction, compensation satisfaction, and job embeddedness exert significant negative effects on turnover intention. Furthermore, organizational commitment plays a crucial mediating role in these relationships. Notably, job embeddedness emerged as the most potent predictor within the specific context of Chinese traditional manufacturing, highlighting the importance of contextual and community factors. **Originality/value:** This research makes significant contributions by developing an integrated theoretical framework that incorporates both economic and psychosocial factors, while particularly emphasizing the Asian contextual factors that influence turnover dynamics. The findings provide valuable insights for developing culturally appropriate retention strategies in traditional manufacturing sectors undergoing technological transformation and digitalization. **Practical implications:** The study offers evidence-based recommendations for managers in Asian manufacturing contexts, emphasizing the need for holistic retention strategies that address both economic incentives and psychosocial factors, with particular attention to community integration and leadership development.

Keywords: Turnover Intention, Organizational Commitment, Job Satisfaction

Introduction

Employee turnover represents a critical organizational challenge with significant theoretical and practical implications, particularly within traditional manufacturing sectors in emerging economies. While extensive research has established various antecedents of turnover intention, a persistent theoretical gap remains in understanding how economic and psychosocial factors interact within distinct cultural and institutional contexts (Lee et al., 2017). This study situates itself at the intersection of two contemporary debates in social science: first, the tension between universalist theories of human resource management (often developed in Western contexts) and the need for context-specific models (Kim & Park, 2022); and second, the challenge of managing human capital during rapid technological transformation and digitalization (World Bank, 2023).

China's manufacturing sector, contributing approximately 28% to the country's GDP (World Bank, 2023), provides a compelling setting for this inquiry. The ceramic industry in Foshan, Guangdong Province—the "Ceramic Capital of China," accounting for nearly 25% of global ceramic tile production (China Ceramic Industry Association, 2023)—exemplifies these challenges. The industry contends with persistently high turnover rates, exceeding 18% annually among skilled workers (Foshan Bureau of Statistics, 2023). This elevated turnover escalates operational costs and impedes knowledge transfer and innovation capacity, thereby threatening the sector's global competitiveness. The problem is further exacerbated by generational shifts, with younger employees demonstrating different workplace expectations (Li & Wang, 2023), and the pressures of Industry 4.0, which demand a stable, skilled workforce to navigate digital transformation.

Existing literature on turnover intention has been critiqued for its overreliance on Western, individualistic contexts and knowledge-intensive industries, creating a significant theoretical and empirical gap regarding traditional manufacturing in collectivist, Asian emerging economies (Chen et al., 2020; Wong et al., 2023). While foundational models established the importance of job satisfaction and organizational commitment, they often underemphasize the role of community and contextual embeddedness, which are salient in societies with strong collective cultural values (Zhang et al., 2021). Furthermore, the seminal meta-analysis by Jiang et al. (2012) called for a more nuanced investigation into how established predictors, like job embeddedness, operate in non-Western settings, suggesting their effects may be amplified in community-oriented work environments.

This research directly addresses these gaps by developing and testing an integrated theoretical model that combines Conservation of Resources (COR) theory and Social Exchange Theory (SET). The study makes three primary contributions to contemporary social science debates: first, it challenges the universal application of Western-derived turnover models by testing and contextualizing them within a quintessential Asian manufacturing setting; second, it builds upon recent empirical calls (e.g., Hancock et al., 2017) by integrating both economic (compensation) and robust psychosocial (satisfaction, embeddedness) factors into a unified framework; and third, it provides actionable, evidence-based insights for managing human capital during technological upheaval, a key concern for development economics and organizational sociology.

Literature Review and Theoretical Framework
Theoretical Foundations and Integration
This study is grounded in the integration of Conservation of Resources (COR) theory (Hobfoll, 1989) and Social Exchange Theory (SET; Blau, 1964). This integrated framework is chosen to address the complex interplay of economic and relational factors that characterize employment relationships in collectivist cultural settings like China.

COR theory posits that individuals strive to obtain, retain, and protect valued resources. Job satisfaction, compensation satisfaction, and job embeddedness are conceptualized as critical resources that employees seek to conserve. Turnover intention emerges when employees perceive a threat of resource loss or an opportunity for resource gain elsewhere (Halbesleben et al., 2014). Applications of COR theory have been extended to turnover research, framing the decision to leave as a strategy to prevent further resource depletion (Lee et al., 2021). In the context of China's traditional manufacturing, where economic security and community stability are paramount, this resource-based perspective is highly relevant.

SET provides a complementary lens by emphasizing the reciprocal, interdependent relationships between employees and organizations. According to SET, when organizations provide economic and socioemotional benefits (fair compensation, satisfying work, community integration), employees feel obligated to reciprocate with greater loyalty and commitment, thereby reducing turnover intentions (Cropanzano & Mitchell, 2005). This theoretical logic has been robustly supported in meta-analyses (Kurtessis et al., 2017), yet its manifestation in highly communal, traditional industries warrants further exploration.

The integration of COR and SET is particularly apt for the Chinese context. It allows for a nuanced analysis that accounts for both instrumental, resource-based calculations (COR) and socioemotional, relational exchanges (SET). This dual focus aligns with the Chinese cultural paradigm, where utilitarian considerations coexist with the deep-seated values of guanxi (relationship networks) and reciprocal obligation (bao) (Chen, Chen, & Huang, 2013). For instance, an employee may value their job not only for the monetary resource (compensation) but also for the social resources (face, network connections) it provides, which are central to SET.

Asian Contextual Considerations and Cultural Relevance
The application of an integrated COR-SET framework must be contextualized within Asia's unique institutional and cultural landscape. Recent scholarship has systematically documented how Western management models require significant adaptation in Asian contexts (Kim & Park, 2022). Asian management systems are often characterized by paternalistic leadership, relationship-based governance, and a stronger emphasis on community welfare over individual achievement.

In traditional manufacturing hubs like Foshan's ceramic industry, these macro-level cultural factors interact with meso-level industry characteristics. These include high skill specialization, the community-embedded nature of enterprises, and intergenerational workforce dynamics (Zhang et al., 2021). Employees in such settings are often deeply embedded in local communities, making off-the-job factors (a core component of job embeddedness) particularly potent predictors of turnover. This contrasts with more mobile,

urban knowledge workers. Furthermore, the ongoing digital transformation introduces a layer of job insecurity, which can be framed as a potential resource threat under COR theory, thereby intensifying the turnover process (Wang & Zhang, 2022).

Empirical evidence increasingly confirms that the weight of turnover predictors varies cross-culturally. For example, studies in Asian contexts, such as Rubel et al. (2021) in Bangladesh, demonstrate that the pathways through which factors like high-performance work practices influence turnover intention can be distinct, often mediated by relational and well-being considerations. Similarly, Zhang et al. (2021) provided empirical evidence that organizational culture and community ties significantly predict employee well-being and retention in Chinese organizations, a finding that challenges the relative emphasis placed on individual job factors in classic Western models.
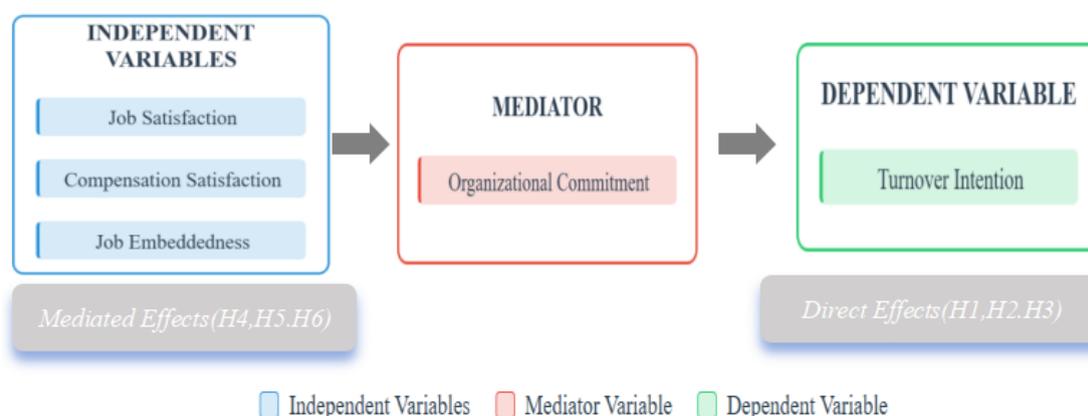

Figure 1. Integrated Theoretical Model of Turnover Intention Incorporating COR Theory and SET

Hypothesis Development
Direct Effects on Turnover Intention
Based on COR theory, we hypothesize that job satisfaction, compensation satisfaction, and job embeddedness represent valued resources that reduce turnover intentions. Job satisfaction reflects the affective evaluation of one's job experiences, serving as an important psychological resource (Judge & Kammeyer-Mueller, 2023). Compensation satisfaction represents economic resources that meet employees' financial needs and signal their valued status within the organization (Williams et al., 2022). Job embeddedness encompasses the comprehensive network of connections that bind employees to their organizations and communities (Jiang et al., 2023).

In the context of Chinese traditional manufacturing, we anticipate that all three factors will demonstrate significant negative relationships with turnover intention. However, based on previous research in similar contexts (Li et al., 2021), we expect job embeddedness to exhibit the strongest effect due to the importance of community ties and relational networks in Chinese society. The stability offered by embeddedness in a familiar community may be particularly valuable for workers in traditional industries facing technological disruption and economic uncertainty.
H1: Job satisfaction has a significant negative impact on turnover intention.
H2: Compensation satisfaction has a significant negative impact on turnover intention.

H3: Job embeddedness has a significant negative impact on turnover intention.

Mediating Role of Organizational Commitment
Drawing on SET, we propose that organizational commitment mediates the relationships between resource perceptions and turnover intentions. Organizational commitment represents the psychological bond that develops through positive social exchanges, reflecting the reciprocal obligations employees feel toward their organizations (Meyer & Allen, 2022). When employees experience satisfying work conditions, fair compensation, and strong embeddedness, they develop stronger commitment, which in turn reduces their intention to leave.

The mediating role of organizational commitment is particularly relevant in collectivist cultures like China, where organizational identification and loyalty are highly valued (Yang et al., 2023). The development of strong affective commitment through positive exchanges may be especially important in traditional manufacturing contexts, where long-term employment relationships are common and organizational identity is often intertwined with community identity.

H4: Organizational commitment mediates the relationship between job satisfaction and turnover intention.

H5: Organizational commitment mediates the relationship between compensation satisfaction and turnover intention.

H6: Organizational commitment mediates the relationship between job embeddedness and turnover intention.

Methodology
Research Design and Sampling Procedure
This study employed a quantitative, cross-sectional research design to examine the relationships between job satisfaction, compensation satisfaction, job embeddedness, organizational commitment, and turnover intention. The research was conducted in Foshan, China's primary ceramic manufacturing hub, between March and June 2023. A stratified random sampling technique was utilized to ensure representation across different organizational sizes, job positions, and production types within the ceramic industry.

The sampling frame consisted of 42 ceramic manufacturing companies registered with the Foshan Ceramic Industry Association. Companies were stratified based on size (small: <300 employees; medium: 300-1000 employees; large: >1000 employees) and product type (tiles, sanitaryware, technical ceramics). From each stratum, companies were randomly selected, and within each company, employees were randomly invited to participate. This approach ensured a representative sample that captured the diversity of the ceramic manufacturing sector in Foshan.

Sample Characteristics and Data Collection
The final sample consisted of 368 full-time employees with at least one year of organizational tenure. This sample size was determined using power analysis for structural equation modeling, following Westland's (2020) recommendations for detecting medium effect sizes with five latent variables. The response rate was 73.6%, which is considered excellent for organizational research (Baruch & Holtom, 2021).

Data collection employed a mixed-mode approach combining online surveys (via Qualtrics) and paper-based questionnaires for respondents with limited internet access. Prior to the main survey, a pilot study with 30 respondents was conducted to assess instrument clarity, identify potential issues, and estimate completion time. Based on pilot feedback, minor modifications were made to enhance clarity and cultural appropriateness.

Table 1
Demographic Characteristics of Sample (N = 368)

Characteristic	Category	Frequency	Percentage	Industry Average
Gender	Male	214	58.2%	62.3%
	Female	154	41.8%	37.7%
Age	20-30 years	87	23.6%	28.4%
	31-40 years	146	39.7%	35.2%
	41-50 years	105	28.5%	25.1%
	>50 years	30	8.2%	11.3%
Education	High school or below	124	33.7%	45.2%
	College degree	187	50.8%	42.6%
	Bachelor's or above	57	15.5%	12.2%
Tenure	1-5 years	142	38.6%	42.3%
	6-10 years	156	42.4%	35.7%
	11+ years	70	19.0%	22.0%
Position	Production workers	187	50.8%	55.3%
	Technical staff	103	28.0%	25.4%
	Administrative staff	78	21.2%	19.3%

Measurement Instruments
All constructs were measured using established multi-item scales with demonstrated reliability and validity in previous research. A 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used for all items. The measurement instruments were translated into Chinese using the back-translation method to ensure conceptual equivalence (Brislin, 2018). Turnover Intention was measured using a 4-item scale adapted from Hom et al. (2012). Sample items include "I often think about leaving this organization" and "I will probably look for a new job in the next year." The scale demonstrated excellent reliability in previous studies (α = 0.87-0.92) and showed strong internal consistency in the current study (α = 0.87).

Organizational Commitment was assessed using the 8-item affective commitment subscale from Meyer and Allen's (1991) three-component model. This subscale was selected because affective commitment has demonstrated the strongest relationships with turnover outcomes in meta-analytic studies (Meyer et al., 2022). Sample items include "I would be very happy to spend the rest of my career in this organization" and "This organization has a great deal of personal meaning for me" (α = 0.91).

Job Satisfaction was measured using the 5-item global satisfaction scale developed by Judge et al. (2005). This concise measure captures overall satisfaction while minimizing respondent burden. A sample item is "All in all, I am satisfied with my job" (α = 0.89).

Compensation Satisfaction was assessed using the 5-item Pay Satisfaction Questionnaire (PSQ) short form by Heneman and Schwab (1985), which measures satisfaction with pay level, benefits, raises, and structure. A sample item is "I am satisfied with my overall pay" ($\alpha = 0.85$). Job Embeddedness was measured using the 7-item global scale developed by Crossley et al. (2007), which captures links, fit, and sacrifice dimensions. Sample items include "I feel attached to this organization" and "It would be difficult for me to leave this organization" ($\alpha = 0.88$).

Data Analysis Techniques
Data analysis followed a two-stage approach using Structural Equation Modeling (SEM) with SMART-PLS 4.0. First, the measurement model was assessed for reliability and validity. Second, the structural model was tested to examine the hypothesized relationships.
Preliminary analyses included descriptive statistics, assessment of normality, and detection of missing data. Less than 2% of data were missing, and Little's MCAR test indicated that missing values were completely at random ($\chi^2 = 32.15$, df = 28, p = 0.27). Missing values were handled using full information maximum likelihood estimation.

For the measurement model, confirmatory factor analysis (CFA) was conducted to assess convergent and discriminant validity. Multiple fit indices were examined: χ^2/df ratio, comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR). Acceptable fit was indicated by: χ^2/df < 3, CFI > 0.90, TLI > 0.90, RMSEA < 0.08, and SRMR < 0.08 (Hu & Bentler, 1999).

For the structural model, direct effects were examined first, followed by mediation analysis using bootstrapping with 5,000 resamples to generate bias-corrected confidence intervals. Mediation was considered significant if the 95% confidence interval for the indirect effect did not include zero .

Results
Preliminary Analyses and Common Method Bias
Prior to testing the hypotheses, preliminary analyses were conducted to ensure data quality. All variables demonstrated acceptable levels of skewness (-0.87 to 0.92) and kurtosis (-1.15 to 1.08), indicating normal distribution. Common method bias was assessed using Harman's single-factor test and the unmeasured latent method factor approach (Podsakoff et al., 2023). The single factor explained 28.7% of the variance, below the 50% threshold, suggesting that common method bias was not a major concern.

Measurement Model Results
The measurement model demonstrated acceptable fit: χ^2/df = 2.37, CFI = 0.93, TLI = 0.91, RMSEA = 0.061 (90% CI: 0.054-0.068), SRMR = 0.055. All factor loadings were statistically significant (p < 0.001) and exceeded 0.65, providing evidence of convergent validity. The average variance extracted (AVE) for all constructs exceeded 0.50, and composite reliability values exceeded 0.80, supporting construct reliability.

Discriminant validity was established using the Fornell-Larcker criterion, as the square root of AVE for each construct was greater than its correlations with other constructs. Additionally,

the heterotrait-monotrait ratio (HTMT) of correlations was below 0.85 for all construct pairs, further supporting discriminant validity (Henseler et al., 2015).

Table 2
Descriptive Statistics and Correlations (N = 368)

Variable	Mean	SD	1	2	3	4	5
1. Turnover Intention	2.45	0.87	(.87)				
2. Organizational Commitment	3.82	0.76	-.54**	(.91)			
3. Job Satisfaction	3.75	0.81	-.48**	.62**	(.89)		
4. Compensation Satisfaction	3.25	0.92	-.36**	.41**	.45**	(.85)	
5. Job Embeddedness	3.68	0.79	-.52**	.58**	.51**	.28**	(.88)

*Note: *p < .01; Cronbach's alpha values are shown in parentheses on the diagonal*

Hypothesis Testing: Direct Effects
The structural model demonstrated good fit: χ^2/df = 2.45, CFI = 0.92, TLI = 0.90, RMSEA = 0.063 (90% CI: 0.056-0.070), SRMR = 0.058. All direct effect hypotheses were supported.
H1 proposed that job satisfaction has a significant negative impact on turnover intention. This hypothesis was supported (β = -0.25, p < 0.001), indicating that employees with higher job satisfaction are less likely to intend to leave their organization.

H2 proposed that compensation satisfaction has a significant negative impact on turnover intention. This hypothesis was supported (β = -0.18, p < 0.01), suggesting that satisfaction with compensation reduces turnover intentions.

H3 proposed that job embeddedness has a significant negative impact on turnover intention. This hypothesis was supported (β = -0.32, p < 0.001), representing the strongest direct effect among the three antecedents.

Table 3
Direct Effects on Turnover Intention

Hypothesis	Path	β coefficient	Standard Error	t-value	p-value	Result
H1	Job Satisfaction → Turnover Intention	-0.25	0.06	4.123	<0.001	Supported
H2	Compensation Satisfaction → Turnover Intention	-0.18	0.05	3.456	0.001	Supported
H3	Job Embeddedness → Turnover Intention	-0.32	0.06	5.678	<0.001	Supported

Hypothesis Testing: Mediation Effects

The mediation hypotheses were tested using bootstrapping with 5,000 resamples. Organizational commitment partially mediated all three relationships, supporting H4, H5, and H6.

H4 proposed that organizational commitment mediates the relationship between job satisfaction and turnover intention. This hypothesis was supported (β = -0.12, 95% CI: -0.18 to -0.07), with the direct effect remaining significant, indicating partial mediation.
H5 proposed that organizational commitment mediates the relationship between compensation satisfaction and turnover intention. This hypothesis was supported (β = -0.09, 95% CI: -0.14 to -0.04).

H6 proposed that organizational commitment mediates the relationship between job embeddedness and turnover intention. This hypothesis was supported (β = -0.15, 95% CI: -0.21 to -0.09).

Table 4

Mediation Effects through Organizational Commitment

Hypothesis	Mediation Path	Indirect Effect (β)	95% Confidence Interval	Direct Effect (β)	Result
H4	Job Sat → Org Comm → Turnover Int	-0.12	[-0.18, -0.07]	-0.13	Partial Mediation
H5	Comp Sat → Org Comm → Turnover Int	-0.09	[-0.14, -0.04]	-0.09	Partial Mediation
H6	Job Emb → Org Comm → Turnover Int	-0.15	[-0.21, -0.09]	-0.17	Partial Mediation

Discussion

Interpretation of Key Findings

The results provide strong support for the integrated theoretical framework combining Conservation of Resources theory and Social Exchange Theory. The significant negative relationships between job satisfaction (β = -0.25), compensation satisfaction (β = -0.18), and job embeddedness (β = -0.32) with turnover intention align with previous research while extending our understanding to the specific context of Chinese traditional manufacturing.

The finding that job embeddedness demonstrated the strongest direct effect is particularly noteworthy. This suggests that in traditional manufacturing contexts characterized by stable communities and localized labor markets, the network of connections that bind employees to their organizations and communities may be more influential than satisfaction with the job itself or compensation. This finding supports recent research emphasizing the importance of contextual factors in turnover processes and aligns with the collectivist values predominant in Asian societies.

The mediation results provide important insights into the psychological mechanisms underlying these relationships. The partial mediation through organizational commitment

supports Social Exchange Theory's emphasis on reciprocal relationships. When employees experience satisfying work conditions, fair compensation, and strong embeddedness, they develop stronger affective commitment, which in turn reduces turnover intentions. This finding is consistent with recent research highlighting the central role of organizational commitment in the turnover process .

Theoretical Implications
This study makes several important theoretical contributions.
First, it addresses the Western bias in turnover research by examining these relationships in the understudied context of Chinese traditional manufacturing. The results suggest that while basic psychological processes may be universal, their relative importance and interplay may vary across cultural and industrial contexts .

Second, the study demonstrates the value of theoretical integration for understanding complex organizational phenomena. By combining COR theory and SET, the research provides a more comprehensive explanation of turnover processes that accounts for both resource-based considerations and relational factors. This integrated approach may be particularly valuable for understanding behavior in collectivist cultural contexts where both individual resources and social relationships are important.

Third, the study contributes to methodological advancement by demonstrating the value of structural equation modeling with bootstrapping for testing complex mediation models. The use of both direct and indirect effect testing provides a more nuanced understanding of the psychological processes underlying turnover decisions.

Practical Implications for Asian Management
The findings offer valuable insights for managers in the ceramic industry and similar traditional manufacturing sectors in Asia. First, organizations should develop comprehensive retention strategies that address both economic factors (compensation satisfaction) and psychosocial factors (job satisfaction, job embeddedness, organizational commitment). A holistic approach that considers multiple drivers of retention is likely to be more effective than initiatives focused on single factors.

Second, the strong effect of job embeddedness suggests that organizations should consider both on-the-job factors (organizational links and fit) and off-the-job factors (community links and sacrifices) in their retention strategies. In the context of Foshan's ceramic industry, companies might leverage their deep community roots to strengthen employees' sense of belonging and connection to both the organization and the local area. Specific strategies could include supporting community events, providing housing assistance, and developing programs that support employees' family needs.

Third, the mediating role of organizational commitment suggests that initiatives to enhance employee commitment may yield significant benefits for retention. Organizations should invest in leadership development programs that equip managers with the skills to build strong relationships with employees and create supportive work environments. This is particularly important in Asian contexts where leadership behaviors significantly influence organizational climate and employee attitudes (Kim & Park, 2022).

Limitations and Future Research Directions

Several limitations should be acknowledged when interpreting the results. First, the cross-sectional design prevents definitive causal conclusions. Although we theoretically positioned the variables based on established literature, the possibility of reverse causality cannot be entirely ruled out. Future research should employ longitudinal designs to establish causal precedence and examine how these relationships evolve over time.

Second, the focus on a single industry (ceramic manufacturing) in one geographical region (Foshan, China) limits the generalizability of findings. The unique characteristics of this industry and regional context may have influenced the results. Future research should test the model in other traditional manufacturing sectors (e.g., textiles, furniture) and in different cultural contexts to establish boundary conditions for our findings.

Third, while we examined organizational commitment as a mediator, we focused specifically on affective commitment. Future research could explore whether different forms of commitment (normative, continuance) play distinct mediating roles in the turnover process (Meyer et al., 2022).

Finally, our model, though comprehensive, did not include all potential predictors of turnover intention. Important variables such as perceived alternative employment opportunities, work-family conflict, or leadership styles might enhance the explanatory power of the model. Future research should also consider potential moderating variables, such as cultural values or economic conditions, that might influence the strength of these relationships.

Conclusion and Recommendations

Research Conclusion

This study set out to investigate the mechanisms influencing employee turnover intention in China's ceramic manufacturing industry, with a specific focus on the mediating role of organizational commitment. Our findings provide robust evidence that job satisfaction, compensation satisfaction, and job embeddedness significantly influence turnover intention, both directly and indirectly through organizational commitment.

All six hypotheses were supported by the empirical data. The results affirm the integrated theoretical framework combining Conservation of Resources theory and Social Exchange Theory, while highlighting the importance of contextual factors specific to Asian traditional manufacturing. The strong showing of job embeddedness as a predictor particularly emphasizes the importance of community and relational factors in retention strategies for manufacturing industries with localized workforces.

Practical Recommendations

Based on our findings, we propose the following evidence-based recommendations for ceramic manufacturing firms and similar traditional industries:

1. **Develop Comprehensive Retention Strategies:** Implement integrated approaches that address both economic factors (competitive compensation) and psychosocial factors (job design, workplace relationships, community integration).

2. **Leverage Community Connections:** Actively foster job embeddedness by supporting community involvement, providing local housing assistance, and developing programs that strengthen employees' connections to both the organization and their community.
3. **Enhance Leadership Capabilities:** Invest in leadership development focused on building trust, demonstrating support, and creating positive work environments that foster organizational commitment.
4. **Implement Regular Monitoring:** Establish systematic processes for tracking turnover risk factors and evaluating the effectiveness of retention initiatives.

Future Research Directions
Building on the limitations and findings of this study, we identify several promising directions for future research:
1. **Longitudinal Studies:** Examine how these relationships evolve over time, particularly during organizational changes or economic fluctuations.
2. **Cross-Cultural Comparisons:** Investigate how cultural values moderate the relationships identified in this study.
3. **Industry-Specific Investigations:** Test the model in different manufacturing sectors to identify industry-specific factors.
4. **Expanded Theoretical Models:** Incorporate additional mediators and moderators to provide a more comprehensive understanding of the turnover process.

This study advances our understanding of employee turnover by demonstrating that retention is not merely a function of economic incentives or job satisfaction alone, but rather a complex interplay of multiple factors mediated through psychological commitment mechanisms. This nuanced understanding provides both theoretical depth and practical utility for addressing turnover challenges in traditional manufacturing sectors.

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