Effects of Personality Traits, Work Values, Organizational Climate, and Job Satisfaction on Turnover Intention for Different Generation Employees

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ABSTRACT

The purpose of this paper is to explore the effects of personality traits, work values, job satisfaction, and organizational climate on turnover intention of different generation employees so as to help entrepreneur for proposing the management strategy. Data from 200 employees of different generations were collected and the effective response rate was 97%. Our empirical results show that overall job satisfaction on turnover intention is one of the main reasons of different generations. Compared with other generations, especially X generation employees, they are more concerned about job achievements. In addition to job satisfaction, work value is one of the important factors influencing Y generation employees leaving or staying. Furthermore, this paper provides marketers with the management implications and strategic management recommendations to the human resource management practices.

KEYWORDS : Personality Traits, Work Values, Organizational Climate, Job Satisfaction, Turnover Intention

INTROUDCTION

Most employers have agreed that employees are important assets to a company, which makes human resource management more and more essential for a business's management. According to a social indicators report published by the Directorate General of Budget, Accounting and Statistics (DGBAS), the report indicated that the main human powers in Taiwan are employees who were born between the 60s and 80s. Research further pointed out that significant differences for job attitude and organizational commitment can be generated among employees grown in different generations and backgrounds (Blauth et al., 2011). As a result, the impacts of generation issues on the business management and human resource management should be considered.

Why don't employees in the same organizations express the same job satisfaction? This phenomenon might be due to employees born in different generations or economic situations tending to have different personal traits and values. In practice, it has been found that the younger generation tends to have high turnover, which has become a serious issue for the employees and human resource units. Therefore, this research aims to explore the effects of personality traits, work values, organizational climate, and job satisfaction on turnover intention for different generation employees, to provide suggestions with generation management for employers and human resource units.

LITERATURE REVIEW

The Distinction between Generations

Generation refers to a group of people who are born at the same period, going through common experiences and sharing common memories. There is no standard for the generation distinction. Most research has adopted Baby boomer, X generation and Y generation as a general distinction. The difference between the birth years and growth background may cause values, preferences, attitudes and behavior for every generation and group to be different significantly from other generations (Strauss and Howe, 1991).

Personality Trait

Personality refers to a feature dominating individual action, thoughts, habits, speech, expression, and so on. Inner and outer controls for personality traits are the general classification to be analyzed in psychology and application psychology and they also are the important factors that affect job and daily life (Mount et al., 2005). Wu (1993) suggest that inner controls are more likely to demonstrate higher job involvement, satisfaction and lower alienation in working groups. In the study of organizational behavior, Inner and outer controls orientation are very important elements in explaining human's behavior. At the same time, it has relevance with employee motivation, effort,

performance, job satisfaction, perception of work, obedience of the authority, and style of supervision (Spector, 1982).

Work Values

Values are beliefs that are experienced by the individual as standards that guide how he or she should behave and they are highly related with an individual's work values in life (Brown, 2002). Individuals' work values represent the basis of their self evaluation and needs, and they play a major role in the establishment of personal goals, which are proven to influence further work performance.

Organizational Climate

Organizational climate is a holistic concept constructed by the subjective perceptions of the organization, management environmental factors of employees. Some organizations present a harmonious climate, while others show severely depressed climates. Different organizational climates could have different effects on job motivation and morale of the organization members. Bigliardi et al. (2005) also pointed out that organizational climate can help managers understand the role of employee motivation and enhance the management effectiveness. Therefore, the management of the organization behavior and attitude for employees cannot just rely on physical rules and regulations. Establishing the intangible cultural climate would not only produce positive motivation of the employees, but also create another important management mechanism.

Job Satisfaction

Most of the research has defined job satisfaction as a gap between actual and expected rewards gained from a specific job. The smaller the gap, the higher the satisfaction; and vice versa (Lambert et al, 1999). The job satisfaction would directly or indirectly affect the behaviors and attitudes of employees; accordingly employees' satisfaction attach great importance to the enterprises.

Turnover Intention

For most of the enterprises, staff turnover implies the lack of support and recognition to organization. The excessively high staff turnover would result in the wastes of the election, recruitment, training, and retention of the enterprise resources. Furthermore, it could also have a negative impact on organizational climate. Therefore, turnover intention could be an important indicator to determine the turnover behavior of employees. With the higher turnover intention as shown, the higher possibility of departure behavior would be affirmed (Podsakoff et al., 2007).

OBJECTIVE

This research aims to explore the correlations and significant impact of personality, work value, organizational climate, and job satisfaction

on the turnover intention of the different generation employees. The purpose of this study includes:

1. To understand the differences of turnover intentions among different generations in order to consider the applicability and adaptability of management mechanisms for different generation employees.

2. To provide the management implications and strategic management recommendations to the enterprises so as to the human resource management practices.

RESEARCH METHODOLOGY
The different generations of employees were selected as the research subjects in this research. The convenience sampling method was conducted, a total of 200 questionnaires were issued and 194 valid questionnaires were collected, the effective response rate was 97%. Most of subjects were female and accounted for 61.8 % of the total subjects. 34.7% of the subjects have a bachelor degree. In terms of different generations, the percentage of Baby boomers, X generation, and Y generation subjects are 37%, 31.2%, and 31.8 % respectively. For years of service, the major proportion of subjects is up to 10 years accounted for 32.9% and followed by 22% of 5-10 years of service.

CONCLUSION
It will have an influence both on corporation operation and human resource management, and result in organizations restlessness if the turnover rate of employees is too high. Therefore, how to reduce the turnover rate and how to retain employees in the office are one of the most essential issues of human resource management so far. The suggestions are as below,

Make jobs diversified and autonomous.
The overall job satisfaction on turnover intention is one of the main reasons of different generations. In case the owners or persons in charge can give more space, variety and relative reward for different generations on work to enhance the sense of accomplishment from jobs, the turnover intention should be lower. Compared with other generations, especially X generation employees, they are concerned about if they feel fulfilled from their jobs or not. Since X generation employees have quite a long time on working, part of the employees are even under the position of manager and have higher degree. In this case, they expect to have the control of works by office rotation, deep jobs enhancement, more challenges, and environment of self-achievement to keep good employees.

Design a complete and encouraging reward system.
Employees work hard and hope to be highly appreciated, hence it can be suggested that giving a raise, share stocks and bonus, giving a promotion, oral praise, public honor and so on can boost employees morale and improve work commitment.

Provide opportunities for combing personal development and organizational development
In addition to job satisfaction, work value is one of the important factors influencing Y generation employees leaving or staying. Thus, if corporations can provide opportunities of combing personal development and organizational development, it can fulfill Y generation employees who have ambition. On the other hand it can promote rising up the overall morale. Then it will be great help for keeping employees in the office.

Give different guides by distinct generations
As a result of people (Baby boomer, X and Y generation) having different backgrounds, the affected factors may be diversified for leaving jobs. Thus, it should be given that different guides according to distinct management skill, reward system to satisfy the needs of different generations, stable the whole turnover rate in order to maintain corporation operation.

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