

The Mediating Role of Job Satisfaction and Organizational Commitment in the Relationship between Each of Job Characteristics and Turnover Intentions of Shopping Center Employees

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〈Abstract〉

The mediating role of job satisfaction and organizational commitment in the relationship between each of five job characteristics and turnover intentions was examined. Using Baron and Kenny(1986)'s approach for examining mediation hypotheses, results: (1) revealed that job satisfaction was a mediator in task significance–turnover intentions and autonomy–turnover intentions; (2) revealed that organizational commitment was a mediator in task identity–turnover intentions, task significance–turnover intentions, and autonomy–turnover intentions. The implications of the present findings were discussed.

* Keywords : Each of Five Job Characteristics, Turnover Intentions, Job Satisfaction, Organizational Commitment

I. Introduction

Since Hackman and Oldham(1975, 1976, 1980) suggested the job characteristics model, over 200 empirical studies have been conducted and a number of comprehensive reviews have been published(Aldag, Barr, & Brief, 1981; Fried & Ferris, 1987; Loher, Noe, Moeller, & Fitzgerald, 1985; Pierce & Dunham, 1976; Roberts & Glick, 1981; Steers & Mowday, 1977; Stone, 1986).

According to the meta-analysis by Fried and Ferris(1987), the empirical studies on Hackman and Oldham's job characteristics model can be largely divided into two types. One is the study on the relationship between the core job characteristics and the individual attitude and behavior. The other deals with the mediating role of the critical psychological states in the relationship between the core job characteristics and the individual attitude and behavior.

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The study on the mediating role of the critical psychological states in the relationship between the core job characteristics and the individual attitude and behavior can be further divided into the study on the mediating role of the critical psychological states in the relationship between the core job characteristics and the individual attitude and one on the mediating role of the critical psychological states in the relationship between the core job characteristics and the individual behavior. As for the meditating role of the critical psychological states in the relationship between the core job characteristics and the individual attitude, the meditating role of the critical psychological states is supported as the critical psychological states show a strong relationship with the attitude as well as the core job characteristics are highly related to the critical psychological states. On the contrary, the mediating effect of the critical psychological states is not shown in the relationship between the core job characteristics and individual behavior. Therefore, such results indicate that other variables mediating the relationship between the job characteristics and individual behavior may exist.

The study conducted by Renn and Vandenberg(1995) to test the mediating role of the critical psychological states in the job characteristics model also showed that either the core job characteristics have a direct effect on the outcome variables or an indirect effect on the outcome variables through the critical psychological states and that the critical psychological states cannot completely mediate the relationship between the core job characteristics and the outcome variables. Based on these results, Renn and Vandenberg also point out that it leaves room for other variables to mediate the relationship between the core job characteristics and the outcome variables.

Since the critical psychological states, which have been suggested as a variable mediating the relationship between the core job characteristics and the outcome variables, do not serve their role and the possibility of some other mediators' existence is being raised, it seems inevitable to modify the job characteristics model suggested by Hackman and Oldham(1975, 1976, 1980). As a part of such efforts, this study aims at testing the meditating role of job satisfaction and organizational commitment in the relationship between the core job characteristics and turnover intentions.

II. Literature Review

1. Job Characteristics and Job Satisfaction

As for the relationship between the job characteristics and job satisfaction, Loher, Noe, Moeller, and Fitzgerald(1985) conducted a meta-analysis of the past studies on the subject and found there usually was a low- or medium-level of correlation between the job characteristics and job satisfaction(Table 1).

Parasuraman and Alutto(1984) conducted another study on the subject after the meta-analysis by Loher, Noe, Moeller, and Fitzgerald(1985) but could not find a significant correlation between job satisfaction and the job characteristics of autonomy, closeness of supervision, complexity, interdependence, and routinization. However, Mathieu and Farr(1991) discovered a significant relation between job satisfaction and the job characteristics of task identity, skill variety, autonomy, feedback, and interaction facilitation in the bus driver sample. In the engineer sample, they also found a significant relation between the job satisfaction and the job characteristics of autonomy, feedback, task identity, task interdependence, outcome certainty, variety, and dealing with others. In addition, Griffin(1991) concluded that there was a significant relation between job satisfaction and the motivational potential score(MPS) developed by Hackman and Oldham(1975) to evaluate the degree of which a specific job had five core job characteristics. Likewise, Dodd and Ganster(1996) discovered a significant relation between job satisfaction and the job characteristics of variety, autonomy, and feedback.

2. Job Characteristics and Organizational Commitment

According to Steers(1977)'s study, the job characteristics of autonomy, variety, feedback, task identity, and opportunity for optional interaction had a significant influence on organizational commitment. Specifically, feedback, task identity, and opportunity for optional interaction had a significant influence on organizational commitment. DeCotiis and Summers(1987) found a significant relationship between the job characteristics of autonomy and feedback and organizational commitment. Mottaz(1988) discovered that the job characteristics of task autonomy and task significance have a significant influence on organizational commitment.

〈Table 1〉 Correlations between Job Characteristics and Job Satisfaction

Study	N	TI	TS	SV	Aut	Fdbk	JCI
1. Aldag & Brief(1975)	104	.34	.43	.32	.51	.37	.394
2. Arnold & House(1980)	120	.37	.21	.28	.41	.43	.34
3. Brief & Aldag(1978)	155	.31	—	.43	.26	.26	.315
4. Caldwell & O'Reilly(1982)	88	.41	.27	.34	.51	.43	.392
5. Dunham(1977)	784	.16	.20	.18	.27	.21	.204
6. Evans, Kiggundu & House(1979)	343	.15	.26	.16	.29	.24	.22
7. Griffin(1981) I	129	.38	—	.54	.35	.66	.483
II	171	.66	—	.69	.71	.66	.68
8. Hackman & Lawler (1971)	208	.20	—	.38	.39	.28	.313
9. Hackman & Oldham(1976)	658	.22	.21	.32	.38	.38	.302
10. Katz(1978a)	3060	.21	.24	.23	.28	.26	.244
11. Katz(1978b)	2094	.22	.25	.23	.27	.26	.246
12. Katz & Van Maanen(1977)	3500	.24	.23	.28	.40	.36	.302
13. Kiggundu(1980)	138	.34	.21	.57	.60	-.06	.332
14. O'Reilly, Parletee, & Bloom(1980)	76	.23	.33	.33	.39	.46	.348
15. Orpen(1979)	36	.36	.35	.27	.28	.32	.316
16. Rousseau(1977)	199	.26	.54	.58	.48	.37	.446
17. Rousseau(1978)	271	.05	.18	.38	.47	.37	.29
18. Schmitt, Coyle, White, & Rauschenberger (1978)	411	.14	.27	.42	.40	.26	.298
19. Schmitt & White	860	.24	.33	.31	.28	.17	.266
20. Sims & Szilagyi(1976)	766	.30	—	.54	.26	.26	.340
21. Walsh, Taber, & Beehr (1980) I	486	.28	—	.32	.31	.12	.258
II	96	.32	—	.12	.24	.28	.24
III	232	.33	—	.20	.38	.20	.278

Source : Loher, B. T., Noe, R. A., Moeller, N. L., & Fitzgerald, M. P. (1985) A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology*, 70, 280-289.

Mathieu and Zajac(1990) found that the job characteristics of skill variety, challenge, and job scope had a significant relationship with organizational commitment. Mathieu and Farr(1991) found a significant relationship between organizational commitment and the job characteristics of task identity, skill variety, autonomy, feedback, and interaction facilitation in the bus driver sample. In the engineers sample, they also found a significant relationship between organizational

commitment and the job characteristics of autonomy, feedback, task identity, task interdependence, outcome certainty, variety, and dealing with others. Also, Griffin(1991) discovered a significant relationship between organizational commitment and the motivational potential score(MPS) developed by Hackman and Oldham(1975) to evaluate the degree of which a specific job had five core job characteristics.

However, Parasuraman and Alutto(1984) could not find a significant correlation between organizational commitment and the job characteristics of autonomy, closeness of supervision, complexity, interdependence, and routinization.

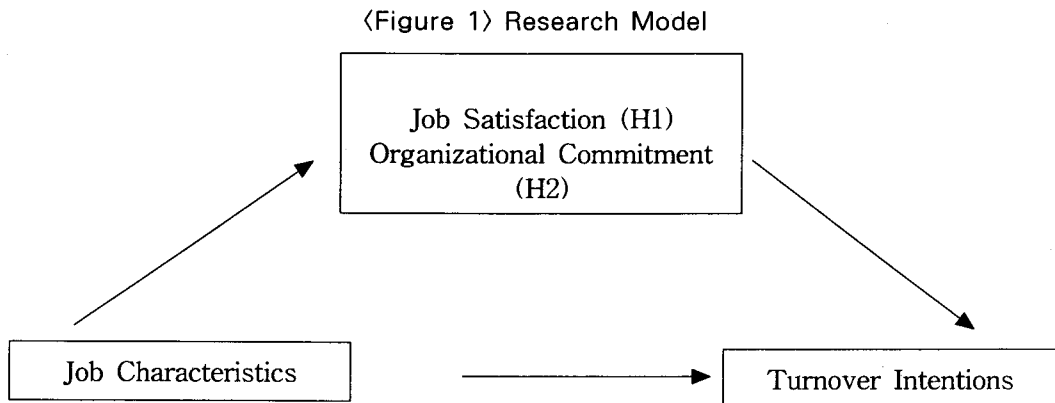
3. Job Characteristics and Turnover Intentions

As for the relationship between the job characteristics and turnover, Parasuraman and Alutto(1984) revealed that the task characteristics of autonomy and closeness of supervision had a significant influence on turnover. McEvoy and Cascio(1985)'s meta-analysis of the effect of realistic job preview and job enrichment suggests that job enrichment reduces a turnover rate twice as much as the realistic job preview. Other studies(Oldham, Kulik, Ambrose, Stepina, & Brand, 1986; Wall & Clegg, 1981) also show that job enrichment has an influence on turnover, so it can be concluded that the job characteristics affect turnover. Since turnover intentions is a direct antecedent variable for turnover, the job characteristics influences turnover through the turnover intentions. A study(Krausz, Koslowsky, Shalom, and Elyakim, 1995) directly measuring the relationship between the job characteristics and turnover intentions discovered that the job characteristics influenced intention to leave the ward, then influenced intention to leave the organization, and, finally, influenced intention to leave the profession.

4. Job Satisfaction, Organizational Commitment, and Turnover Intentions

Porter, Steers, Mowday, and Boulian(1974) found that the job satisfaction and organizational commitment had a significant relationship with turnover intentions. Steers(1977) discovered that organizational commitment had influence on the intention to remain or leave the organization. And Parasuraman and Alluto(1984) found that organizational commitment had a significant relationship with turnover.

DeCotiis and Summers(1987) discovered a significant relationship between organizational commitment and turnover. Angle and Perry(1981) discovered a significant relationship between organizational commitment and turnover intentions. Ferris and Aranya(1983) found out that organizational commitment had a significant relationship with turnover intentions and turnover while Mathieu and Zajac(1990) discovered organizational commitment had a significant relationship with turnover intentions. Somers(1995) discovered that affective commitment related to turnover intentions and turnover whereas that normative commitment related to turnover intentions.



5. Relationship between Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intentions

According to the results so far, the job characteristics is an antecedent variable of job satisfaction and organizational commitment, at the same time, turnover intentions. And job satisfaction and organizational commitment are antecedent variables of turnover intentions. We can conclude that job satisfaction and organizational commitment act as mediator in the relationship between the job characteristics and turnover intentions(Figure 1).

Therefore, two hypotheses for the study are established as follows:

Hypothesis 1: Job satisfaction will mediate the relationship between each of job characteristics and turnover intentions.

Hypothesis 2: Organizational commitment will mediate the relationship between each of job characteristics and turnover intentions.

III. Method

1. Measures

Operational definitions of research variables are as follows.

Task identity: The opportunity to complete an entire piece of work.

Task significance: The impact the work has on others.

Skill variety: The breadth of skills used while performing work.

Autonomy: The depth of discretion allowed while performing work.

Feedback: The amount of information provided about work performance.

Turnover intentions: The intentions to leave a job or an organization.

Job satisfaction: A positive emotional state reflecting an affective response to the job situation.

Organizational commitment: The relative strength of an individual's identification with and involvement in a particular organization.

5 items from the Job Characteristics Inventory(JCI) developed by Sims, Szilagyi, and Keller(1976) were used to measure the five core job characteristics - task identity, task significance, skill variety, autonomy, and feedback. The items were measured on a 5-point Likert-type scale(5=Very likely, 1=Not at all likely).

For the measurement of turnover intentions, 3 items from MOAQ developed by Cammann, Fichman, Jenkins, and Klesh(1983) were used. The items were measured on a 5-point Likert-type scale(5=Very likely, 1=Not at all likely).

5 items asking the degree of satisfaction on 5 aspects of a job, which is suggested in the Job Descriptive Index(Kendall & Hulin, 1969), were used. The items were measured on a 5-point Likert-type scale(5=Very likely, 1=Not at all likely).

For the measurement of organizational commitment, 8 items from Organizational Commitment Questionnaire developed by Mowday, Steers and Porter(1979) were used. The items were measured on a 5-point Likert-type scale(5=Very likely, 1=Not at all likely).

2. Sample

The data for this study were collected from 154 shopping center employees. Of the respondents, 75 percent were female, which reflects the characteristics of a shopping center. Of the respondents, 68 percent were 20s and 32 percent 30s. 58 percent of the respondents held high school diplomas. 41.7 percent of the respondents had 1-3 years of experience with the organization and 20.5 percent had 4-6 years of experience with the organization.

3. Analysis

Cronbach's alpha reliability analysis and factor analysis were conducted to test reliability and validity.

Baron and Kenny(1986)'s approach for testing mediation hypotheses was used to test Hypothesis 1 and 2. To test for mediation, we should estimate the three following regression equations: (1) regressing the mediator on the independent variable; (2) regressing the dependent variable on the independent variable; and (3) regressing the dependent variable on both the independent variable and the mediator.

To establish mediation, the following conditions must hold: (1) the independent variable must affects the mediator in the first equation; (2) the independent variable must affects the dependent variable in the second equation; (3) the mediator must affects the dependent variable in the third equation; and (4) the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled.

IV. Results

1. Validity and Reliability

In order to assess the construct validity of measures, factor analysis using varimax rotation was conducted. Only the factors with over 1 eigen value were

selected and above 0.40 factor loading was considered significant.

Factor analysis on job attitudes showed 2 factors with over 1 eigen value and accounted for 59.1% of total variance(Table 2). Factor 1 was loaded with 7 of 8 items designed to measure organizational commitment. Factor 2 was loaded with all of the 5 items measuring job satisfaction, along with 1 item to measure organizational commitment. Unlike other items measuring organizational commitment, the item loaded in Factor 2 lacks the theoretical validity to combine as a same factor with the items measuring job satisfaction. Therefore, the item is going to be excluded from further analyses.

<Table 2> Factor Analysis of Measures

Items	Factor Loading	
	Factor1	Factor2
JS 1	0.48353	0.51500
JS 2	0.36911	0.61743
JS 3	0.17968	0.81464
JS 4	0.08990	0.72684
JS 5	0.37023	0.40922
OC 1	0.81519	0.07024
OC 2	0.82127	0.25870
OC 3	0.81143	0.21656
OC 4	0.64398	0.35913
OC 5	0.69785	0.34575
OC 6	0.67792	0.44839
OC 7	0.69104	0.32079
OC 8	0.53161	0.57947
eigen value	4.666	3.013
total variance(%)	35.9	23.2

In order to assess the internal consistency of measures, the reliability analysis using Cronbach's alpha coefficient was conducted and all measures were found to have over 0.6 alpha coefficient, proving to be valid measures with internal consistency(Table 3).

<Table 3> Descriptive Statistics, Correlations, and Reliability

Variables	Mean	S.D.	1	2	3	4	5	6	7
1. Skill Variety	2.66	.89							
2. Task Identity	3.69	.88	.04						
3. Task Significance	3.75	.90	.10	.38***					
4. Autonomy	3.83	.79	.06	.40***	.45***				
5. Feedback	3.89	.72	.10	.42***	.27***	.48***			
6. Job Satisfaction	3.05	.66	.07	.16*	.41***	.24**	.36***	(.744)	
7. Organizational Commitment	3.30	.76	-.0	.30***	.46***	.37***	.44***	.69***	(.904)
8. Turnover Intentions	2.51	1.00	.09	-.17*	-.34***	-.13*	-.22**	-.53***	-.55*** (.738)

* : p<.10, ** : p<.01, *** : p<.001

The correlations between the variables included in this study showed a significant positive correlation in each of job characteristics, job satisfaction, and organizational commitment except the case of skill variety, while there was a significant negative correlation between the variables and turnover intentions(Table 3).

2. Testing Hypothesis 1

Regression analyses in accordance with the conditions suggested by Baron and Kenny(1986) were conducted to test the hypothesis 1 that job satisfaction will mediate the relationship between each of job characteristics and turnover intentions. From the three regression equations, it is demonstrated that job satisfaction was a mediator in the relation of task significance and autonomy to turnover intentions(Table 4). Between autonomy and turnover intentions, in particular, job satisfaction was a complete mediator(Table 5). However, job satisfaction was not a mediator in the relation of skill variety, task identity, and feedback to turnover intentions. Therefore, hypothesis 1 is partially accepted.

(Table 4) Results of Mediator Analysis

Independent : Job Characteristics	Dependent : Turnover Intentions									
	Mediator : JS	Conditions				Mediator : OC	Conditions			
		1	2	3	4		1	2	3	4
Skill Variety										
Step 1	.069	x			.009	x				
Step 2	.095		x		.095		x			
Step 3(Mediator)	-.819***			o	-.726***			o		
Step 4(Independent)	.136				.097				x	
R ²	.298				.315					
F	31.055***				33.402***					
Task Identity										
Step 1	.098	x			.242**	o				
Step 2	-.190*		o		-.190*		o			
Step 3(Mediator)	-.776***			o	-.715***			o		
Step 4(Independent)	-.108				-.010				o	
R ²	.286				.301					
F	29.400***				31.026***					
Task Significance										
Step 1	.289***	o			.375***	o				
Step 2	-.379***		o		-.379***		o			
Step 3(Mediator)	-.711***			o	-.650***			o		
Step 4(Independent)	-.168*				-.138				o	
R ²	.303				.320					
F	31.726***				34.138***					
Autonomy										
Step 1	.181**	o			.339***	o				
Step 2	-.168*		o		-.168*		o			
Step 3(Mediator)	-.806***			o	-.771***			o		
Step 4(Independent)	-.002				.114				o	
R ²	.284				.315					
F	28.909***				33.288***					
Feedback										
Step 1	.188*	o			.241**	o				
Step 2	-.122		x		-.122		x			
Step 3(Mediator)	-.820***			o	-.745***			o		
Step 4(Independent)	.058				.083				o	
R ²	.285				.311					
F	29.120***				32.690***					

* : p<.10, ** : p<.01, *** : p<.001

3. Testing Hypothesis 2

Regression analyses in accordance with the conditions suggested by Baron and Kenny(1986) were conducted to test the hypothesis 2 that organizational commitment will mediate the relationship between each of job characteristics and turnover intentions. From the three regression equations, it is demonstrated that organizational commitment was a mediator in the relation of task identity, task significance, and autonomy to turnover intentions(Table 4). And in all three cases, organizational commitment was a complete mediator(Table 5). However, organizational commitment was not a mediator in the relation of skill variety and feedback to turnover intentions. Therefore, hypothesis 2 is partially accepted.

〈Table 5〉 Results Abstract of Mediator Analysis

Independent : Job Characteristics	Dependent : Turnover Intentions					
	Mediator : JS			Mediator : OC		
	Mediating	Direct	Mediating Role	Mediating	Direct	Mediating Role
Skill Variety	x	x	none	x	x	none
Task Identity	x	x	none	o	x	complete
Task Significance	o	o	partial	o	x	complete
Autonomy	o	x	complete	o	x	complete
Feedback	x	x	none	x	x	none

V. Discussion

Organizational commitment was a complete mediator in the relationship between task identity and turnover intentions. In the relationship between task significance and turnover intentions, job satisfaction was a partial mediator while organizational commitment was a complete mediator. In addition, in the relationship between autonomy and turnover intentions, both job satisfaction and organizational commitment were a complete mediator.

The study conducted by Renn and Vandenberg(1995) to test the mediating role

of the critical psychological states in the job characteristics model showed that either the core job characteristics have a direct effect on the outcome variables or an indirect effect on the outcome variables through the critical psychological states and that the critical psychological states cannot completely mediate the relationship between the core job characteristics and the outcome variables. Therefore, Renn and Vandenberg also asserted that there exist other variables that mediate the relationship between the core job characteristics and the outcome variables. The results of this study demonstrates that other mediators can replace the critical psychological states in the relationship between the job characteristics and the outcome variables.

In point of view of management, the most critical task is to make employees work hard for the organization without the thoughts of leaving the organization. Thus, many scholars and managers have studied such methods and tried to apply them to the managerial activities. One of such efforts is job enrichment. Change of employees' values resulting from the improvement of education and income level make it harder to create satisfaction and commitment toward their job from the employees with the conventional authoritarian managerial approach. Moreover, an increased autonomy is necessary to the industrial democracy and the improvement of quality of work life. Therefore, the results of this study showing that job enrichment can bring satisfaction and commitment to employees and these satisfaction and commitment, in turn, can reduce the turnover intentions of employees, have a lot of implications for organization managers. In other words, organization management efforts to help employees feel satisfied with and committed to the job and the organization through job enrichment and to increase overall productivity and cut down turnover rate through such satisfaction and commitment are desperately required.

The limitations of this study are as follows. First, the present findings were derived from cross-sectional research designs and paper-and-pencil measures. Common method variance, thus, may have inflated the present results. In addition, since the empirical study was conducted only on shopping center employees, the generalization of the present findings has limitation. Therefore, efforts to increase generality should be made by conducting empirical studies on employees working at various organizations.

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<요약>

쇼핑센터 종업원의 개별직무특성과 이직의도 간의 관계에 대한 직무만족과 조직몰입의 매개작용

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본 연구에서는 쇼핑센터 종업원의 개별 직무특성과 이직의도 간의 관계에 있어 직무만족과 조직몰입이 매개작용을 하는지 여부를 검증하였다. 매개작용 검증을 위한 구체적인 방법으로는 Baron과 Kenny(1986)가 제시한 접근법이 사용되었다. 그 결과, 직무만족이 과업중요성과 이직의도 간의 관계 및 자율성과 이직의도 간의 관계를 매개하는 것으로 나타났다. 그리고 조직몰입은 과업정체성과 이직의도 간의 관계, 과업중요성과 이직의도 간의 관계, 그리고 자율성과 이직의도 간의 관계를 매개하는 것으로 나타났다. 이러한 연구결과는 개별 직무특성과 결과변수 간의 관계에 있어 중요심리상태를 대체하는 다른 매개변수들이 존재할 수 있음을 보여 주는 것이다. 한편 실무적 입장에서는 직무충실화를 통해 종업원의 만족과 몰입을 이끌어 내고 이러한 만족과 몰입을 통해 이직율을 낮추는 방향으로의 인적자원관리가 요청된다고 하겠다.

* Keywords : 개별직무특성, 이직의도, 직무만족, 조직몰입

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