Artículos

Exploring the nexus between emotional dissonance, leadership, organizational commitment, job satisfaction and intention to leave among medical professionals in Thailand

Explorando el nexo entre la disonancia emocional, el liderazgo, el compromiso organizacional, la satisfacción laboral y la intención de renunciar de los profesionales médicos en Tailandia

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ABSTRACT

The main purpose of the current study is to explore the nexus between emotional dissonance, leadership, organizational commitment, job satisfaction and intention to leave. In addition to that, the study has examined the mediating role of job satisfaction in the relationship between leadership and intention to leave and between emotional dissonance and intention to leave. This study has used the survey-based methodology and the SEM-PLS technique to test the hypothetical relationships. The data was collected from medical professionals in Thailand. The findings of the study provide support to the theoretical foundation and the proposed hypothesis of the current study.

Keywords: Emotional Dissonance, Job Satisfaction, Leadership, Organizational Commitment.

RESUMEN

El objetivo principal del presente estudio es explorar el nexo entre la disonancia emocional, el liderazgo, el compromiso organizacional, la satisfacción laboral y la intención de renunciar. El estudio también ha examinado el papel mediador de la satisfacción laboral en la relación entre el liderazgo y la intención de renunciar, y entre la disonancia emocional y la intención de renunciar. Este estudio ha utilizado la metodología basada en encuestas y la técnica SEM-PLS para probar las relaciones hipotéticas. Los datos fueron recolectados de profesionales médicos en Tailandia. Los resultados del estudio respaldan los fundamentos teóricos y las hipótesis propuestas para el estudio actual.

Palabras clave: Disonancia Emocional, Compromiso Organizacional, Liderazgo, Satisfacción Laboral.

1. INTRODUCTION

It is important for organizations to invest in human capital because it has very serious implications in their success (Jermsittiparsert & Sriyakul: 2014, pp. 188-198). Organizations that view employees as an asset understand that their skills cannot be replaced by technology. To attract and retain their employees, organizations need to focus on minimizing the turnover of employees, especially those who are skilled and trained and reduce the cost of operations. The employees who leave the organizations have serious implications on the performance of the organization (Takawira et al.: 2014, pp. 1-10; Ali: 2013, pp. 38-44; Nooradi et al.: 2017, pp. 71-75).

Turnover intention or intention to quit is the desire of an individual to stop working for a specific organization. It is important to notice such intentions, as they are key determinants of the actual behavior of employees. One can easily predict the employees' perception through their intention, which later results in passing judgment about organizations. Organizations need to understand the antecedents of turnover intentions as they have a lot of importance for the organization. The reasons which contribute to the turnover intention of an individual can be individual as well as environmental factors (McCarthy et al.: 2007, pp. 248-255; Ramírez, Espindola, Ruíz y Hugueth: 2019; Ramírez, Lay, Avendaño y Herrera: 2018).

Previous research has examined a number of issues that have impacted employee retention including the relationship between employees and the leader (Shawtawri et al., 2016), perceived organizational support (Annía, Villalobos, Romero, Ramírez & Ramos, 2018; Zandi et al., 2019), sense of coherence, organization-person fit, emotions of employees, organizational commitment and job satisfaction (Jermsittiparsert et al.: 2016, pp. 5104-5110; Sriyakul et al.: 2019, pp. 2967-2974). Several other factors impact employee retention such as training and development, material working conditions, career opportunities, and compensation, along with many others (Urairak & Chaleoykitti: 2017: pp. 43-49; Chutchawanchanchanakij: 2017, pp. 116-122; Ali: 2018; Villallobos & Ganga, 2016; Villalobos & Ganga, 2018; Villalobos, Guerrero & Romero, 2019). It is a key need for organizations to retain skilled labor so that they can get a competitive advantage. It is also important to keep employees engaged so they can thus be retained by organizations (Jayathilaka & Purasinghe: 2017, pp. 81-89; Treglown et al.: 2018, pp. 155-195).

2. MATERIAL AND METHODS

In the recent past, organizations have realized that employees are the main asset to build the organizational structure. There are three basic paradigms of organizational structure: (a) Organizations try to recruit skilled employees and try to retain them by providing them comfortable and good environment (b) Organizations are considered as social systems in which activities dominate (c) It exists common interest among employees and the organizations. Skilled employees determine the success of the organization and should be motivated by its policies. If an employee remains committed to the organization, it is much easier to achieve organizational goals effectively and efficiently (Zaraket: 2015, p. 84).

The nature of the research study was correlational and descriptive. The exporter's profile, ratings related to the subject made it descriptive while the relationship between export performance and marketing program made it correlational. The method of hypothetical deductive as a scientific approach was used in this research. There are seven steps involved in the hypothetical-deductive method. These steps involve the identification of the problem, the definition of problem identified or problem statement, development of hypotheses, determination of estimates, collection of data, analysis, and result interpretation. A total of 420 questionnaires were distributed among doctors in government hospitals of Thailand. The response rate was 45.5 percent.

The main part of this method was the deductive approach where the theoretical framework was used and implemented in a specific case. Previous research studies helped in developing the theoretical

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framework. A quantitative survey research method was used in this study. The research objectives were set, the research design was planned, a reliable instrument was adopted, the survey was conducted, and data were collected and analyzed. In the end, the results were interpreted. The use of cross-sectional data was made in the research for a specific time.

There was a time constraint involved in this research. The questionnaire survey was conducted through e-mail and data was collected for testing statistically on developed hypotheses. There were certain advantages to using a survey approach. It involved less cost and time as well as covered a wide geographical region. Moreover, this approach collected information in a natural setting directly from the people. A natural environment setting is referred to where events are not controlled and left to happen in a normal way without any interruption. The purpose of the survey was to make the results general to population, and it included a high validity because questions were linked with the items of a dimension in a direct way. The scale of emotional dissonance was adopted from the study of (Talebpour et al.: 2013, pp. 173-180; Laureano et al.: 2018, pp. 4-7). Furthermore, scales of organizational commitment were adopted from. Moreover, scales of leadership were adopted from. Additionally, scales of job satisfaction and intention to leave were adopted from (Moè et al.: 2010, pp. 1145-1153).

3. RESULTS

SEM (Structural Equation Modelling) was used in this research because of several advantages. This approach is particularly effective in linear and multiple regressions where the assumption of variables have no errors. The steps of factor analyses and multiple regressions are involved in SEM. The instrument is estimated for several separate multiple regression equations that are concurrently evaluated.

Cluster sampling was used for the target sample in this research study. The five-technique method proposed by Gay and Diehl (1992) was used for the estimation of sample size. The initial step was to calculate the total population, and then the sample size was estimated by using the table proposed by (Krejcie & Morgan: 1970, pp. 607-610). The calculated size of the population was 310. SEM approach is widely implemented in social science studies as it can estimate several relationships among variables at a time (Hair Jr et al.: 2016; Pakdel & Ashrafi: 2019). Emphasis has been made on AMOS, which is used as an approach of co-variance. PLS-SEM can be used as an alternative method against CB-SEM because it has distinct features of methodology.

SEM is a suitable method for several reasons. It is the latest, robust, and appropriate because of its unique features among all the available techniques. It provides effective solutions for the research problems that cannot be obtained from the method of multiple regressions. When the purpose of adopting structural modeling is to make forecasting of the developed constructs, the PLS method is highly effective (Hair Jr et al.: 2016). It is assumed while using the PLS-SEM technique that it is a highly flexible method and involves a small sample size. Moreover, it has the capability of estimating multiple structural models. Formative and reflective constructs are involved in the model. The study aims to predict constructs. According to (Hair Jr et al.: 2016), the method of Partial Least Square is effective. There are two models involved in the SEM-PLS approach, which includes the measurement model and structural model.

Two steps are involved in the SEM approach. The initial step is to estimate the inner model and the later step is an estimation of the outer model. The measurement of models is followed with the estimation of different criteria including validity, reliability, and variance of the structural models. The nature of items is dynamic. It is expected that there exists a strong relationship between the variables, which are combined for the construct. The confirmatory factor analysis has been used for the estimation of measurement validity. Each item is analyzed separately through structural, formative, and reflective modeling during the estimation.
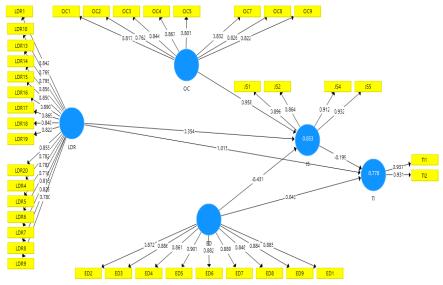
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Figure 1: Measurement Model

The consistency of estimates among the same test items was measured for internal consistency. It was estimated that the items proposed for the construct would measure similar scores (Hair et al.: 2013, pp. 1-12; Kalogeropoulos et al: 2020). Through the examination of CR, the reliability of internal consistency was determined. It is not used by CR that there is an equal loading indicator of the construct as assumed in Cronbach's alpha (Hair et al.: 2013, pp. 1-12). The value of CR lies in the range of 0 and 1 (Prakash and Garg, 2019).

According to the findings, the standard value was not less than 0.60. The value is equal to 0.7 or greater than it is considered sufficient. The next step was to estimate the convergent validity (Henseler et al.: 2009, pp. 277-319). This is related to the level of relationship among similar constructs that are not related theoretically. The level of correction between the same construct measures is reflected here (Hair et al.: 2013, pp.1-12). The standard value of AVE as 0.50 or greater is used to identify the convergent element in the estimation of the construct (Henseler et al.: 2009, pp. 277-319; Mohammadi & Yekta: 2018, pp. 1-7). It is indicated by the 0.50 value of AVE that there was sufficient convergent validity. Half of the variance was explained by the latent construct and it reflected a sufficient level of convergent validity (Hair et al.: 2013, pp. 1-12).

	Cronbach's Alpha	rho_A	CR	AVE
ED	0.963	0.964	0.968	0.772
JS	0.923	0.924	0.945	0.813
LDR	0.967	0.968	0.970	0.671
OC	0.932	0.939	0.943	0.675
TI	0.854	0.855	0.932	0.872

Table 1. Reliability

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The reliability value was estimated to be 0.70 or greater. Similar values were estimated for cross-loadings and outer-loadings (Lialina, 2019). The existence of association among constructs was analyzed through cross-loadings. Therefore, this research determined the discriminate validity among the constructs and variables was depicted in the table.

	ED	JS	LDR	OC	TI
ED	0.929				
JS	0.684	0.901			
LDR	0.747	0.861	0.919		
OC	0.889	0.881	0.866	0.822	
TI	0.665	0.705	0.876	0.735	0.934

Table 2. Discriminate Validity

The reliability estimation and validity estimate were involved in the assessment of measurement model. The structural model was examined through the estimation of structural paths among the dependent, independent, and mediating variables. All the constructed variables were estimated simultaneously through SEM-PLS, which makes it distinct from other techniques. The direct, as well as indirect influences of variables, were analyzed for a structural model. The structural model is shown below:
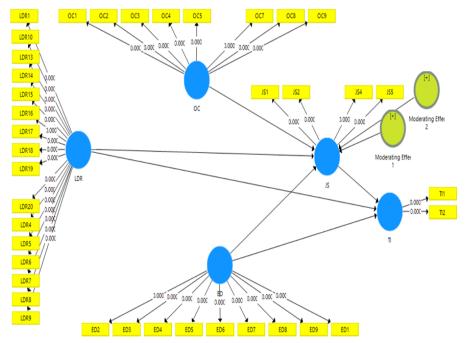

Figure 2: Structural Model

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The moderation level was measured to analyze the direct and indirect influences of the variables or mediating factors. Moreover, relationship significance was also specified in this research. The method of bootstrap was based on 1000 observations. The level of significance was less than 0.05 to be acceptable. The p-value for all the formulated hypotheses was less than 0.05, which means these are accepted. In Table 4, it is reflected that the customer response creates a mediating impact on the relation of agile SC and its performance. The results of moderation show that the values for p and t are significant for the hypotheses. The value of t is more than 1.96 and the p-value is less than 0.05. This leads to the acceptance of the third hypothesis.

	(O)	(M)	(STDEV)	T Statistics	P Values
ED -> JS	-0.275	-0.276	0.105	3.606	**0.009**
ED -> TI	0.097	0.101	0.079	3.233	**0.218**
JS -> TI	-0.199	-0.195	0.098	3.027	**0.043**
LDR -> JS	0.269	0.273	0.066	4.058	**0.000**
LDR -> TI	0.962	0.961	0.072	3.415	**0.000**
OC -> JS	0.937	0.933	0.111	4.424	**0.000**
OC -> TI	-0.186	-0.187	0.101	3.846	**0.000**

Table 3. Discriminate Validity

	(O)	(M)	(STDEV)	T Statistics	P Values
Moderating Effect 1 -> JS	0.229	0.226	0.065	3.539	**0.000**
Moderating Effect 2 -> JS	0.186	0.184	0.062	3.017	**0.000**

Table 4. Moderation

	(O)	(M)	(STDEV)	T Statistics	P Values
ED -> JS -> TI	0.055	0.058	0.040	3.361	**0.000**
LDR -> JS -> TI	0.054	-0.052	0.028	3.914	**0.000**
OC -> JS -> TI	0.186	-0.187	0.101	3.846	**0.000**

Table 5. Mediation

R2 is the coefficient of determination, which measures the total variation in the dependent variable caused by the independent variables. When the value of R2 is close to 0, it means the coefficients are insignificant. The value usually lies in the range of 0-1. When it is closer to 1, it shows a high significance of coefficients. When the value is 0.5, 0.25 and 0.75, the predictive power is moderate, weak and strong respectively. In this research, the R2 value is 0.487, which explains the total variation in the model.

	R-Square
JS	0.853
TI	0.778

Table 6. R-Square

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4. CONCLUSIONS

Organizational commitment is one of the most important leading factors, which determine the success of organizations in a competitive environment. If the employees are dealt with properly, the organization can get a lot of benefit from the commitment of the organization. These benefits to organizations may include increased productivity, increased performance, decreased turnover and absenteeism, and increased effectiveness. Duties are also performed well by employees who are satisfied with their employer. Therefore, organizations need to understand the factors which develop commitment among employees. The main purpose of the current study was to explore the nexus between emotional dissonance, leadership, organizational commitment, job satisfaction, and intention to leave. In addition to that, the study also examined the mediating role of job satisfaction in the relationship between leadership and intention to leave and between emotional dissonance and intention to leave. Lastly, the moderating role of organizational commitment in the relationship between leadership and job satisfaction and between emotional dissonance and job satisfaction was also examined.

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