RETAINING TALENT:
AN EMPIRICAL STUDY OF MULTI-ROUTES MODEL
OF JOB COUPLING AND WITHDRAW TENDENCY

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PUBLICATIONS

The following publications are based on the research presented in this thesis, and may contain result and material presented herein.

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ABSTRACT

Intellectual property and intellectual capital have become critical components of wealth creation. "Knowledge has become the pre-eminent economic resource, more important than raw material, more important, often, than money. Considered as an economic output, information and knowledge are more important than automobiles, oil, steel or any of the products of the industrial era" (Stewart, 2002). As the "carrier" of the talent of organizations become more significant than ever. Those employees with higher organizational performance characteristics are often entitled "core" or "talent" for their key networking status in creating organizational intelligent capital values. They can also be in fierce competition with others in the market given the scarcity of vacancies. In the field of talent' retention/ turnover, the empirical study of social relation-oriented between talents' performance characteristics (KDS) and voluntary turnover (withdraw tendency) by modeling take the lead in highlighting talents' turnover mechanism.

And in recent years the newly-developed "job and community cross centrality" construct model from the retention scope has become a fresh focus and is referred to by the main stream for its advantages with stresses on the contemporary humanity merits canonized in knowledge era, more effective explanation and contributions to the traditional attitudinal turnover model from the platform of job satisfaction and organizational commitment only.

This paper, with the background of modern social capital theory, begins from performance-decision issues, focuses on constructing the talents' organizational performance characteristics (KDS) and withdraw tendency model by introducing job coupling constructs and ways of combining literature methodology and empirical study.

Significant results with cross-sectioned datum confirmatory analysis have been attained as follows:

(1)   Talents' performance measuring characteristics are operationally defined as the KDS with integration of seven dimensions based on organizational social capital theory. Its scale is developed with significant inner coherence and constructed to meet the demand of reliability and validity for anonymous questionnaires.

(2)   Allen's model (2001) is introduced with extended hypotheses showing advantages such as introduced job coupling constructs as mediated variables can helpfully disclose the path mechanism from talents' KDS to their job attitudes; KDS highlights the idiosyncrasy of talents' performance, which can usefully disclose relationships among variables in this model; and hypothetically extended moderators' effecting linkage can helpfully clear the relationship between performance visibility and talents' social networking, which previous research has lacked.

(3)   From the confirmatory study by LISREL on this paper's model, significant results and some new findings have been attained, both mediated path and moderated factors: job coupling constructs show dominant constraint over the path effects that seem to be the focus for talent retention; job payment is an essential retention factor at present for talents; off-the-job payment may become a compensation mechanism for talents who stay in some lower-pay organizations; family-responsibility of talents' are dual nature, both job family conflict and movement restraint; and talents' performance visibility may come true mainly through their social networking.

(4)   The difference analysis by SPSS on variables' effects from three groups, based on their nationality, job position or types and different scale of KDS, has given some cues. Talents as technicians or administrators are more homogeneous (lower

substitutable and higher tendency to leave),and may be the main groups talents belong to; talents from the mainland of China may be of stronger turnover intent but are under more constraint from their job coupling; talents' withdraw tendencies have double- sided influence from their job coupling; the institutionalized retention and off-the-job professional growth motivation for talents may be the key issues for attaining higher job satisfaction, organizational commitment and effective retention results.

(5) According to the theory of employees' decisions to participate, decision to perform and modern retention theories (March and Simon, 1958; Allen, 2001; Mitchell, 2004), an effective retention view-- scoped model is developed based on which, both from the job but also from community coupling- oriented comprehensive retention suggestions are made. Finally, research works are summarized and some extending perspectives are put forward from some limitations of this paper.

Keywords: Job Coupling, Talent, KDS, Retention and Turnover, Withdraw Tendency

ABSTRAK

Harta intelektual dan modal intelektual menjadi unsur-unsur kritikal penciptaan kekayaan. "Pengetahuan telah menjadi sumber ekonomi terunggul, lebih penting daripada bahan mentah, lebih penting daripada wang. Ilmu dianggap seperti satu output ekonomi, maklumat dan pengetahuan adalah lebih penting daripada kereta, minyak, keluli, atau mana-mana produk era perindustrian" (Thomas A Stewart 2002). Sebagai "pembawa" perkara-perkara di atas – bakat organisasi menjadi lebih signifikan daripada sebelum ini. Pekerja-pekerja ini dengan ciri-ciri persembahan organisasi lebih tinggi adalah sering digelar "teras" atau "berbakat" untuk status rangkaian mereka yang utama dalam mewujudkan modal pintar organisasi nilai-nilai. Mereka juga disaing dengan hangat oleh pesaing lain dalam pasaran bakat. Dalam bidang pengekalan/perolehan bakat, kajian empirikal hubungan berorientasikan antara bakat-bakat prestasi dan perolehan sukarela dengan pemodelan adalah kaedah ulung dalam mengetengahkan mekanisme perolehan bakat.

Tahun-tahun kebelakangan ini, model binaan "kerja/masyarakat" daripada skop pengekalan yang baru dimajukan menjadi satu tumpuan baru dan dirujuk oleh arus utama untuk kelebihan-kelebihannya dalam menekankan merit kemanusiaan kontemporari yang terkanun dalam masyarakat ilmuan. Penjelasan lebih berkesan daripada caruman-caruman untuk perolehan sikap tradisional model daripada platform kepuasan kerja dan komitmen organisasi sahaja.

Artikel ini, teori modal sosial moden, berlayar daripada isu prestasi-keputusan, menumpukan kepada membina model prestasi organisasi dan kecenderungan penarikan diri bagi pekerja-pekerja teras dengan memperkenalkan konstruk gandingan kerja dan

gabungan kaedah kesusasteraan dan kajian empirikal. Hasil analisis telah diperoleh seperti berikut:

(1)   Ciri-ciri penyukatan prestasi bakat adalah didefinisikan secara operasinya sebagai KDS dengan integrasi tujuh dimensi berdasarkan teori modal sosial organisasi dan skalanya diperkembang dengan kekoherenan dalaman signifikan dan kesan konstruk yang sedia ada, berdasarkan syarat-syarat soal selidik rahsia.

(2)   Model Allen (2001) diperkenalkan dengan hipotesis lanjutan menunjukkan kelebihan seperti: gandingan kerja diperkenalkan sebagai pembolehubah yang boleh membantu dalam menerangkan mekanisme dari prestasi bakat-bakat dan sikap kerja mereka; KDS mengutarakan idiosinkrasi prestasi bakat-bakat, yang dapat menjelaskan hubungan antara pembolehubah-pembolehubah dalam model ini; danrangkaian 'effecting' moderator yang dilanjutkan secara hipotesis diharapkan dapat menjelaskan hubungan antara prestasi tampak dengan rangkaian sosial bakat-bakat, yang kurang dalam kajian-kajian lepas.

(3)   Daripada kajian penentuan oleh LISREL ke atas model dalam artikel ini, hasil dan beberapa penemuan baru telah dicapai: gandingan kerja menunjukkan kekangan dominan ke atas kesan-kesan yang nampaknya menjadi fokus untuk pengekalan bakat; penggajian adalah faktor penting pada masa ini dalam pengekalan bakat-bakat. Pembayaran off-the-job mungkin menjadi mekanisme pampasan untuk bakat-bakat yang masih bekerja dalam organisasi yang pembayarannya masih rendah. Tanggungjawab keluarga bakat-bakat menghalang pergerakan. Di samping itu, prestasi bakat-bakat mungkin hanya dapat dilihat melalui rangkaian sosial.

(4)   Analisis perbezaan oleh SPSS pada kesan-kesan pembolehubah-pembolehubah daripada tiga kumpulan itu, berdasarkan kewarganegaraan mereka, kedudukan/jenis pekerjaan dan skala KDS yang berbeza, telah memberi tanda

seperti berikut. Bakat-bakat sebagai juruteknik atau pentadbir adalah lebih homogen (kecenderungan yang lebih rendah boleh ditukar ganti dan yang lebih tinggi untuk meninggalkan), dan mungkin kebanyakan bakat tergolong dalam kumpulan ini; bakat-bakat dari unit-unit tanah besar China mungkin berniat perolehan yang lebih tinggi tetapi dikekang oleh gandingan kerja mereka; bakat-bakat menarik balik kecenderungan-kecenderungan dengan berganda pihak pengaruh oleh gandingan kerja mereka; pengekalan berinstitusi dan motivasi pertumbuhan professional off-the-job untuk bakat-bakat mungkin adalah isu-isu utama untuk mencapai kepuasan kerja yang lebih tinggi; komitmen organisasi dan hasil pengekalan menjadi kesan daripada ini.

(5) Menurut teori-teori keputusan pekerja-pekerja untuk menyertai, keputusan menunjukkan prestasi baik dan teori-teori pengekalan moden, (March, Simon, 1985; Allen, 2001 and Mitchell, 2004), satu model berskop pandangan pengekalan yang berkesan dihasilkan, di mana cadangan pengekalan yang komprehensif dibuat berdasarkan model tersebut, daripada perspektif pekerjaan dan gandingan komuniti. Akhirnya, kerja penyelidikan yang dijalankan dalam kertas ini dirumuskan.

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AGFI	adjusted goodness of fit index
AM	apperceive mobility
ANOVA	analysis of variance
CFA	confirmatory factor analysis
CFI	comparative fit index
DV	dependent variable
GFI	goodness of fit index
HRA	hierarchical regression analysis
IV	independent variable
LISREL	linear structural relationship
JC	job coupling
JS	job satisfaction
KDS	key degree scale
KSA	key skill and ability
M	mean
MD	movement desirability
MI	modification index
ML	maximum likelihood
MBA	master business administration
NFI	normed fit index

OCB	organizational citizen behaviours
OC	organization commitment
OLS	ordinary least square
On-JB	on-job coupling
Off-JB	off-job coupling
P-E fit	person- environment fit
P-J fit	person- job fit
P-G fit	person- group fit
P-O fit	person- organization fit
PGFI	parsimony goodness fit index
PNFI	parsimony normed fit index
PSQ	package satisfaction of questionnaire
RMSEA	root mean square error of approximation
SC	social capital
SE	standard error
SEM	structural equation model
SPSS	statistical package for the social sciences
WT	withdraw tendency

CHAPTER 1 INTRODUCTION

1.1 Background

In the 21st century, prolonged high economic growth has brought prosperity to the whole of society and promoted tremendous changes of organizational environments (Zhao, 2003). The dependence of the organization in the intelligence intensive economy predominated by talent capital for competitive advantage, the traditional functional management modes may be influenced. The organization may pursue a more accurate, agile and network-organizational structure so that the organization crosses over the traditional organization boundary of human capital allocation and "the internal and external blending and interactive network cooperation pattern may be formed" (Wang, 2005).

Furthermore, the network progress of intelligent capital development based on resource sharing may be promoted. The developed network may be formed by the connection of the various employers, the specialized intermediary organizations and the individuation human capital. For example, a kind of so-called "talent dispatching pattern" has been formed, and has grown quickly in most cities in China since the end of the 20th century. That to say, the various social talented individuals may be recruited by government and various industries through the mediator institution--"Talent Market" (Zhao, 2003).

It is different with the traditional employment mode, and a person being hired need not sign a contract with the employer; on the contrary he should sign a contract with the mediator organization, "Talent Market". And after the project is completed, the employee need only close an account with the mediator organization. This has been widely regarded as "a kind of new pattern of the specialized human resources service,

which may cause the various profit management personnel and talent personnel to be beneficial to realize the all winning situation, not only to the society, the organizations, and intermediaries but also to the talents" (Di, 2006).

On the other hand, considering the effective construct of the organization's core competitive advantages and to obtain resources ability in the network, the organization needs talents more urgently than ever, which may be the relatively stable core competitive advantages' carrier, because the supply of the special characteristic talents with high performance "may be unable to follow the market demand growth". According to the investigation report published by the management consultant firm--Handwrite Corporation (Hewitt Associates LLC, Oct 2006), there are 43% of essential position personnel and organizational leaders for voluntary turnover in China; comparatively, it is only 5% and 11%, respectively, in Singapore and Australia (Wozniak, 2006).

As for loss of talents from organizations and the effect on an organization's key competitive power, the consequence may be more serious; the "Pied Piper Effect" may be intensified in developed country organizations now, for example, job-hopping of the original organizational talents and the team members group, thus the "Digging-Organization" may accumulate rapidly a competitive advantage in this specific domain.

This may cause talents in organizational "structure-points" to be stolen by other organizations particularly while these organizations may think that these core-staff can bring huge-value from their potential competitors, usually a kind of so-called "Talent Competing and Despoiling Project" may be performed (Wysocki, 2000). There are also many "network job-hopping" cases in China, and these may cause the organizations to lose human capital superiority and suffer heavy losses; therefore, to prevent talent

turnover and to keep them effectively it may be necessarily understood in view of the organization's cost benefit, which is different from the traditional human capital.

Some scholars (Liang et al., 2007) believe that the "coupling" viewpoint of the modern social capital (network), can develop the understanding of the relation between the talent as the organization's core human capital carrier and the organization's performance. Furthermore, a more comprehensive and profound vision for solving talent turnover/retention may be provided from this viewpoint.

Under the present background of intensifying HR competition, the "Talent War" may be increasingly fierce regardless of how the labour force demands may fluctuate (Capelli, 2000). Regarding this, the famous McKinsey Consultant Company's conclusion is that "in the next 20 years, the most important resources of organizations will be such talents, which are astute and experienced in the markets, such as the technical scholars with the global vision and flexible operation capability" (Fishman, 1998). As for the growth of the knowledge economy in the 21st century, the recruitment and retention of talent will become more significant in comparison with the changing of organization redundancy and reorganization (Capelli, 2000).

With the loss of organizational talents, particularly the accompanying essential staff loss in the "network nodes", serious damage will be done to the organization's social structure and social capital could even be destroyed completely. Therefore, regardless of whether the organization is based on knowledge, to control the replacement cost, to retain talent with high organizational performance characteristics and maintain social capital may be the vital organization goals (Dess et al., 2001).

However, as for the dynamic development of organizations, employees will not be in some fixed position forever, and employee movement behaviour will occur frequently.

Rice Lee (2007) regarded this kind of employee movement as a social process, in which transfers occur between positions or organizations. The personnel transfers that occur in organizations are inevitable and necessary in the organizational resource allocation and management. However, it will be more frequent due to China and other developing countries' economic development (Chen et al., 2005). In view of economic globalization today and the competition of talent and its development momentum, the Asian developing countries' organizations may follow the contingent management concept, which may effectively invest the organization's resources into valuable talents.

1.2 Related Conceptions

To clarify the relationship between talent's retention factors and withdraw tendency, this study attempts to relate to with modern social capital theory, job coupling theory and identify performing talents. Therefore, it is necessary firstly to define these academic conceptions.

1.2.1 Employee movement, Turnover and Withdraw tendency

In view of human resources management and organizational behaviour, the classical organization employees' turnover is the rotation of employees around the labour market between firms, jobs and occupations, and between the states of employment and unemployment (Abassi et al., 2000). The term "turnover" is defined by Price (1977) as the ratio of the number of organizational members who have left and divided by the average number of people in that organization during the period.

Frequently, managers refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntarily, a new employee may be hired and trained. This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason.

Denotation of movement may include employee recruitment by organization namely the exterior inflow (entry); the staff allocation and adjustment within an organization, namely the inner flow; staff reduction or dismissal and so on decided by organization, namely involuntary turnover and voluntary turnover decided by employees. Turnover or loss conception in China-related research may be derived from "turnover", it is neutralization terminology by employee movement behaviour in organizations. The

reasons, processes and consequences causing turnover or loss, in China's academic research, may belong to the domain of organizational behaviour. For discussion of factors correlated and the model variables, turnover or loss may mean "voluntary turnover".

Because people have paid more attention to the employee voluntary turnover or loss influencing the organization for a long time in treatment of the staff movement problem, organizational employee turnover has been widely used, namely organization employee turnover may "terminate the process in which the individual obtains material income from the organization with member relation" (Mobley, 1982); this definition excludes the movement status of the possibly existing voluntary staff in organizations in which staff stop obtaining income from the organization. Moreover, while adopting the wage labour contract to stipulate relations among the organization members, it may also easily distinguish the shareholder status (employer) transformation.

The narrowed meaning and serviceability on the organization employee voluntary turnover concept defined by Mobley may become the foundation for most organizational turnover studies (Abelson, 1984; McEvoy, 1985; Cotton et al., 1986). For example, in the model study on the Chinese IT industry employee turnover or loss motivation carried out by domestic scholars. Zhang Mian et al., (2004) defined this kind of employee turnover or loss based on Mobley's definition as: "the process in which the individual obtaining the material income from an organization should terminate their organization labour contracts", therefore this definition may be suitable for the reality of there being a massive number "remaining at post without wage" and "laid-off" in some Chinese organizations at present.

For voluntary turnover, a conception often used, is the voluntary "Turnover Intent", whose connotation generally may be involved with the individual work selection

opportunities and job-hunting behaviours, but may lack the direct connection with staff performance, and was considered as the most direct independent variable to employee turnover behaviour, and also the dependent variable of numerous predetermined variables which affect employee voluntary turnover factors (Allen, 1999; Price, 1977).

However, "withdraw tendency", which is closely related with "turnover intent" and has an equal status put forward by Mobley (1978) at first in the construction turnover model, may be considered to include process variables in the different periods from "thinking of quitting" to "job searching", "intention of turnover" and "voluntary turnover" behaviour occurring. The conception may be simplified as turnover tendency instead of turnover behaviour (Jaros et al., 2001; Hanish and Hulin, 1991).

However, Harnish and Hulin (1998) started the variation processes from employee organization performance to turnover behaviour, which may be extended to performance decision-making. They considered that the withdraw organization tendency may contain the processes from employee organization performance lowering (for example, worsening relation and deterioration of organization performance, absence from duty etc,) to the final turnover decision-making. Therefore, this behaviour acts as the foundation of the research path on the relationship between employee performance and voluntary turnover behaviour.

For simplicity and to easily analyze the effect of talents' performance and withdraw tendency, the dependent variable "withdraw tendency" is used as equivalent to voluntary turnover in this paper.

1.2.2 Classification of Turnover

Organization employee turnover or job loss is mainly regarded as a kind of human resources management question, and although there may be many views on employee turnover classification. However, in mainstream theoretical research and practice, more attention should be given to two dimensions of "the managing controllability to turnover behavior" and "the performing influence from turnover behaviour" so as to explore the essence of the turnover question and the corresponding scientific comment.

Firstly, from the subject of turnover behaviour making, turnover behaviour can be divided into "voluntary turnover" and "non-voluntary turnover". The voluntary turnover means the employee made the decision to terminate their service, whereas "non-voluntary turnover" is the termination of service decided by employer. (Shaw, et al., 1998, 2000; Dess, Gregory and Jason, 2001).

In view of the denotations, voluntary turnover may include all voluntary resignation; on the other hand, non-voluntary turnover may refer to dismissal, job displacement, retirement or death. Just as Price (1977) proposed very early that turnover may be divided into voluntary turnover and non-voluntary turnover, there may be some difficulties for the measurement in some methodologies for some contingent and subjective influence. This kind of dividing method may not only conform to traditional understanding but also to its rationality, whose causes may be listed as follows: most turnover questions may be related to voluntary turnover; the turnover theory may be formed easily according to this division principle; the determining factors for employee voluntary turnover and employee non-voluntary turnover may be different; as for organization management, more attention should be paid to control voluntary turnover.

Because employee voluntary turnover may be controlled with difficulty by management and is frequently considered to have a negative influence on the organization, earlier research literature concerning the turnover model mainly concentrated on the discussion influencing factor on reduction of turnover rate by taking voluntary turnover as the dependent variable (Graen and Ginsburgh, 1977; Mowday, 1978, 1979; Krackhardt, 1981; Griffeth et al., 2000). Although a large number studies related to the organization employee movement may be developed based on the division of voluntary and non-voluntary turnover, there may be difficulties in the actual recognition, so that some scholars may propose that the objective authenticity of voluntary turnover should be treated cautiously (Muchinsky, 1989).

Some employees may possibly display voluntary turnover for passive factors, for example, the organization persuading them to resign or issuing resignation and so on. Moreover, the reason for employee voluntary turnover recorded by the organizations may also frequently be inaccurate, as suggested by Mobley et al., (1979). Therefore, this may possibly lessen the influence of the organization factors for passive turnover, for example, unclear organization training goals and unfair treatment and so on, and lessen the explanation of voluntary turnover (Campion, 1991); however, the influencing factors causing passive turnover should similarly attract more attention while studying voluntary turnover (Gaithersburg, 1998; Greatner, 1999).

In view of studying the difficult problem of employee voluntary turnover surveys, one operational definition put forward, the employee voluntary turnover may refer to "when the managers opt employees for non-pay leave, but the employees still holds the position or legal status in the organization pending s/his return objectively"(Maertz and Campion, 1998). This strict definition for voluntary turnover may be considered to solve the related qualitative survey question in the actual research. But the main distal

dependant variable involved in the research model of the present thesis may be "withdraw tendency", which may only possibly need to discriminate the voluntary turnover for the case interview and the recognition may be carried out under the individual report according Maertz and Campion criterion (1998).

Secondly, according to the degree of employee turnover influencing organization performance, the "functional turnover" and "dysfunctional turnover". Research on functional turnover is given more attention from the adverse consequences to the organization. Dalton and Todor (1979, 1982) proposed employee turnover may be understood comprehensively from both the organization and individual aspects. Therefore, they regarded employee turnover as being advantageous to the organization as functional turnover and disadvantageous as dysfunctional turnover respectively, according to the bases of the interactive appraisals between the organization and employees. Meanwhile, employee turnover classification modes from the interconnection between organization and employees were proposed.

Whether "advantageous" or not, Miller (1987) proposed that question should be defined from the following three aspects, the turnover employee's organization performance level and individual character, the substitutability of the turnover employee and the importance degree of vacancy.

Campion (1991) thought it may be reasonable in view of the performance's continuity that performance judgment to employee turnover should be judged for some comprehensive periods. Boudreau and Berger (1985) believed from the utility theory that "the influence of turnover employee to organization productivity may only be accurately judged after the organization determines the turnover employee's productivity and displacement cost, as well as the new employee's recruitment and training cost and productivity".

Along with the modern organization society capital (organization network) introducing the organization knowledge and human resources management, Dess (2001) believed that the explanation of the employee voluntary turnover-- the performance relation may be one "summed" conception: the organization value lost from turnover caused by the total individual replacement costs or the skill investment losses and then multiplied by turnover number. Social capital may be created through the combination and use of the "lever resources", for example the talent staff may cause the organization to create exponential order performance value. Meanwhile, the valuable talent turnover may create exponential order value corrosion, even causing the organization's social structure to disintegrate.

Therefore, in view of the employee's (particularly the talent's) society relation, some scholars think it will contribute more comprehensively, profoundly and dynamically to the organization performance. Especially during this knowledge era, the performance appraisal of talent turnover should be to develop competitive ability and human resources management in a close connection with the core fields of the organization (Puente, Torrella and Roger, 2003; Li and Zheng, 2007). This paper discusses the possibility of constructing the organization behaviour performance of talents – KDS, the key degree from the view of coupling social capital, and introduces talent's KDS--withdraw tendency model.

1.2.3 Job coupling, Social capital and Talents

Generally, the conception of "coupling" comes from new American economic sociology's epistemological foundational concept which describes the relationship between economy and society. It means that economic activities should be rooted in the social structure, but the core of the social structure should be the social network of people living and coupling. Its mechanism should be "dependent on each other". On the other hand, the social network's meaning may be, as a network system, in which social members may occupy differently the scarce resources according to connection points and constitutively assign these resources.

Therefore, economic behaviour should not to be explained only in according "the behaviour intrinsic drives" which means internal driving power or demands, but also in according to "the behaviour structural limitation" which means external influence factors,. Attention should be paid to analyze the people's ability with social resources instead of the "holding degree" to certain specific social resources before (Granovetter and Mark, 1985; Polanyi, 1987; Zhang, 2005; Li and Zheng, 2007).

As demonstrated by mass experience studies, economic activities, such as transaction, employment, financing and investing, in people's daily social life are not random market transaction patterns of "individual" styles drawn out of classical economics, but they may be coupling in social relations (Zhang, 2005).

The explanation by Granovetter (1992) regarding human social coupling suggests that sociability, compliments, position and power may be humanity's central motives. All these motives cannot be imagined without other people and the social relation network. Economic behaviour is the same; it is very difficult to conceive how to operate in independent space. Working is not only to obtain the reward, such as taking money

home and meeting material demands, but also to engage in a bigger social network. Furthermore, economic action can also be a self-realization tool with the importance of money, social class, authority and status which can be realized in a certain social organization background.

Mitchell, Lee and colleagues (Mitchell, Holtom and Lee, 2001; Lee et al., 2004) added richness to the study of withdraw tendency and voluntary turnover by job coupling. Job coupling posits that the greater a person's connections to an organization and community, the more likely it is that he or she will remain in their organization.

According to Mitchell et al. (2001), job coupling represents a broad cluster of ideas that influence an employee's choice to remain in a job. Metaphorically, job coupling is like a net or a web in which one can become "stuck". A person who is highly coupled has many connections within a perceptual life space. Moreover, a person can become coupled in a variety of ways (both on and off the job).

The critical aspects of job coupling are (a) the extent to which people have links to other people or activities, (b) the extent to which their job and community are similar to or fit with the other aspects in their life space and, (c) the ease with which links can be broken—what they would give up if they left, especially if they had to physically move to another city or home. Less concerned with the influence of any one specific connection, job coupling focuses on the overall level of connectedness (Mitchell, 2001).

According to the theory of job coupling (Mitchell, Holtom and Lee, 2001), an employee's personal values, career goals and plans for the future must fit with the larger corporate culture and the demands of his or her immediate job (e.g., job knowledge, skills and abilities). In addition, a person will consider how well he or she fits the community and surrounding environment. Job coupling assumes that the better the fitness, the higher the likelihood that an employee will feel professionally and personally tied to the organization.

Job coupling theory suggests that a number of threads link an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, the community, and the physical environment where they are located. The greater the number of links between the person and the web, the more likely an employee will stay in a job (Mitchell et al., 2001).

One key area where job coupling complements traditional approaches to voluntary turnover is community attachment. The model explicitly considers the impact of both organizational and community influences on the three job coupling dimensions. Put differently, each of the three dimensions--fitness, linkage and sacrifice--has organizational and community components. And it will be mentioned in Chapter 4.

Mitchell and David (2009) found that low levels of job coupling was contagious and tend to spread like a disease from coworker to coworker. Coworkers who had very low levels of job coupling actually influenced their coworkers to quit, simply through social influence. Therefore, job coupling will benefit to clearly understand the overcome talent's turnover behavior.

Another core concept in the new economic sociology known as social capital, appeared at first as the community centre deliberation given by Hanifan (1976). Hanifan described this terminology as the most valuable "intangible substance" in people's daily life, namely social interaction factors of the "society unit" encompassing goodness, confidence, partner friendship, sympathy and so on.

Robert (2000) described social capital as a sociological concept used in business, economics, organizational behaviour, in general to refer to connections within and between social networks, just like "*something of a cure-all*" for the problems of modern society, it can increase productivity (both individual and collective), so do social contacts affect the productivity of individuals and groups"

Hereafter, social capital may be taken as a kind of a broad interpersonal relationship value category concept, which may be used in the sociological domain for social phenomena research. But modern social capital theory began from in the 1970s and along with its being introduced to politics, the economy, management and many other disciplines particularly in the 1990s, social capital theory has been rapidly developed and increasingly improved (James, 1997; Ma, 2004; Zhang, 2005).

The 21st century knowledge society is flourishing gradually, organizations' competitive advantages may be considered with the effective utilization of the "intangible asset" for creating new value. This effective utilization enables social capital which may be foundational, and with the knowledge economy attributes in knowledge creation processes it may be becoming an emerging management domain (Nahapiet and Ghoshal, 1998; Puente, Torrella and Roger, 2003).

Some Western scholars have applied social capital theory into the domain of management, and the concept of social capital may be defined as the trust (standard), relation, value sharing and behaviour mode, network, cooperation, common commitments and understanding between organization and individuals, as well as the sharing income of intangible asset value with increment will obtain from this (Nahapiet and Ghoshal, 1998). The social relation network or organization network may be the core connotation of modern society capital theory.

In this view, social capital may be the resources and information pools which may be brought about by the actor's social relation network. However, as for social connections, trust, standards and the value system, they are the generalized social structures and simultaneously also constitute social capital attributes characteristics, in which social capital may be coupled in these structures. Social capital may not exist without any of these characteristics, the effective operation lacking these qualities of social capital

cannot be imagined. Therefore social capital may enable the organization to create values, solve problems, achieve goals and realize their missions (Nahapiet and Ghoshal, 1998; Guo, 2006).

Today, organization social capital theory's coupling showed us that the realizing of organization value may lie in the organization's network with various superior resources together. Any organization or individual may be in certain socialization (network) mode, whose economic activities are coupled in the social system's complex relations, for example the social network (Granovetter and Mark 1985).

With the difference on the common social capital structure, characteristics and evolution processes, also different from the traditional organization strategy view inclined to regard the social network as given background, organization network theory now believes that social capital may bring resources and continual competitive advantages to the organization, may be the strategic network established by organization special targets, may be the organizational living style adapted by modern society due to globalization, pursuing technological innovation, realizing the resources of digitization and competition network (Moller and Kristian, 2003).

The 21st century's organization will pay even greater attention to constructing social capital foundation with the competitive advantages inside or between organizations, integrating organization human capital and forming the organization intelligence capital resource which may create new value continually. Western scholars have called this kind of organization network construction ability "organization network competence", which has been regarded as a key component of organization core competitiveness because of its inherent special and dynamic characteristics (Ritter and Thomas, 1999).

From the viewpoint of integrating social capital with organizational knowledge management and organization human resources management practice, Nahapiet and Ghoshal (1998) defined social capital as "the social individual's total sum of practical or potential resource which embedded into the individual social life and obtained through their relation network".

On the other hand, Leana and Van Buren (1999) defined the organization social capital as "the whole resources reflecting the organization social relation characteristics", which contains the official and unofficial structures in a traditional organization. Leana (1999) focus attention on the organizational new value created by organization network structure characteristics, the confidence among organization members, the degree of common goal and the effective group activities. The social capital definition among organizations may also be extended as a summation of reflecting the social relations characteristic resources among the "interesting group" crossing the organization boundary, which reflects the organization's ability and cooperation style through the social network, for example, the organizational strategic alliance, gaining the target resources and creating the value (Guo and Zhu, 2006) formed through the network.

Therefore, in view of the social capital's structures and producing essence, the organization social capital may be defined as the sum of a new organizational net system with the value-created ability and whole resource reflecting the social relation characteristics coupled inside. Social capital may be integrated by the three-level social capital -- in the active organization individuals, within the organizations and among the organizations.

Talent refers to people who have high potential, crucial knowledge and skills, and can successfully lead transformation and change within organization (Boudreau and Ramsted, 2005; Lewis and Heckman2006). Another definition of talent of SIEMENS

describes it as experts who are specialists within certain technology or knowledge areas, and hold key know-how of their organization. They are widely recognized as the most important source of expertise. Their main task is to drive new product or solution development and innovations. The amount of personnel management or administrative tasks is low (less relevance); Key experts will first focus on innovation and later on other functions.

Talents should be located in the organization's society network system, who are responsible for the creation of multiplicity connection value influence personnel to other points in the organization network and usually are the knowledge or executive staff, such as the technologists, experts and managers, with key event characteristics and higher individual human capital value in the organization network (Dess, Gregory and Jason, 2001; Liang and Liao, 2007). Obviously, the network advantage status of the organization talent has showed managers that they may cause serious negative results to organization performance once turnover occurs. Therefore, the organization behaviour performance appraisal crossing the organizational boundary network may be one multi-dimensional question for future development (Dess and Gregory, 2001).

Some scholars believe that "talent" may be a concept more suitable for organization management practice (Sun, 2006) in comparison with the conception of general and knowledgeable staff, because of the explicit characteristics, for example personnel proportion, stability, correlation value creativity, the organization dependence and so on. In this study, a talent survey will be used, which is based on organization social capital theory, coupling performance view and suitability for today's organizations.

1.3 Problem Statement and Significance

In human resource management research and practice, organization's talent retention is the opposite of turnover or loss, which involves the question of organization's employee movement. Therefore, research on these kinds of questions by the mainstream school, which are generally called the organizational behaviour school, may naturally evolve to research in affecting factors to employee turnover or loss. In the meantime, scholars of the mainstream might suggest that the positive or negative influence from these factors either promotes employee retention or loss (Zhang, 2004).

In the research on talent retention, employee's voluntary turnover may also attract the most attention, because staff movement including other domains-- recruitment mainly from exterior inflow, personnel allocation and adjustment, such as internal inflow, job displacement and dis-employment (not voluntary outflow) may be management activities which can be controlled by the organization. But these employees who prefer voluntary turnover often have relatively high human capital value, and such turnover behaviour can cause serious loss which is difficult to control (Zhang et al., 2006).

As for the research on employee voluntary turnover, which has attracted the most attention among both academics and practitioners for a long time, the voluntary turnover of knowledge and management talents also can be the main research dimension for the majority (Eriksson, 2001, Potter and Timothy, 2003), because such talents often may be the organization's core human capital. Therefore, highlighting the predictability of their turnover which might seriously influence organization competitive advantage is of practical significance (Lee and Steven, 1997; Shaw, 1999; HoukesInge 2001).

In view of the validity of human resources management, the combination of effective talent retention and organization performance promotion may be a basic guide to this

kind of research (Dalton et al., 1982; Allen and Rodger, 1999; Lee and Mitchell et al., 2004). Therefore, research focusing on employee retention has the necessity to transfer from clarifying how many personnel have been lost to high-performance talent loss, but the relative performance level of the leavers and stayers, the contextual factors affecting the organization performance and the withdraw decision-making as well as the organization performance caused by turnover may become the specific and key research area for the talent retention/ turnover, which needs to be cleared up and well understood (Allen and Rodger 1999; Dess and Gregory, 2001).

As for the many factors affecting talent retention or turnover in academic research, to build the conceptual construction, put forward and verify the related assumptions and refine the system analysis model based on the correlated theories and experiences may be the main research pattern for the modern mainstream school. In view of enterprise human resources management, this kind of research pattern may be considered to be essential for modeling research on talent retention/ turnover, because this may be very advantageous not only for the comprehensive determining factors being studied but also for the human resources managers to analyze and diagnose the question of enterprise talent movement (Xie, 2003).

In view of the research model development of the related organizational talent retention or turnover formation in the developed countries, its origins go back almost 50 year. The content was abundant, the view was diversified step-by-step, and the theory was advanced unceasingly. Therefore, "the academic mainstream about turnover theory" has been formed, and these scholars of the mainstream in these countries have influenced the following direction in this area (Zhang et al., 2006).

In general, these research models may be divided into the "Classification employee retention / turnover process model" and the "New developed multi-routes model".

Traditional and classic turnover intermediary variable "Job attitude" is caused directly by "Job satisfaction" and "Organizational commitment". The multi-routes model has been constructed according to the "New turnover theory" and be explained based on the various specific influencing factors since the 1990s, and the evolutionary direction of the guiding ideology for constructing these research models (Mitchell et al., 2003). The multi-route unwrapped turnover model and the job coupling model on employee turnover, which were developed by Lee (1999) and Mitchell et al., (2003), may be integrated with the background of social capital, and may be combined closely with social factors with more comprehensive inclusiveness.

Therefore, the model may demonstrate an adaptable situation whereby different period features put the accent on knowledge economy development; especially the job coupling model revealing employee retention or turnover tendencies and behaviours carried out by Mitchell (2003) and Lee (2004). They are a more significant explanation for the traditional-manner turnover model, which is attracting attention and is increasingly quoted by the mainstream school (Maertz and Griffeth, 2004). Coupling means the economic activities are rooted in the social structure, but the core of the social structure should be the social network of the people living and coupling. Its mechanism should be the "dependence on each other". Social capital may be defined as the trust (standard), relation, value sharing and behaviour mode, network, cooperation, common commitments and understanding between the organization and the individuals, as well as the sharing income of the intangible asset value with increment will obtain (Nahapiet and Ghoshal, 1998).

The practical verification of the job coupling model may reveal the performance factors of the organization included by the employee job coupled, this may possibly be the link or process which connects employee organizational behaviour decision-making and

withdraw behaviour decision-making at the concept and the experience of the organization. In other words, the job coupling variables may not only be predetermined variables causing the employee to stay or leave, but also strong variables affecting the employee's performance (Lee et al., 2004). The "job coupling" analysis pattern may also be advantageous for developing one worthy widening domain for understanding the organization talent retention question in view of the social capital coupling of the organization performance in the empirical verification study (Liao, 2007).

Realistically, various enterprises and institutions in China are undergoing a transformation development phase into the market economy. The investigation material on the staff with high substitutability may not be obtained easily in the current socialist system because they will have difficulty in obtaining market employment, and they can also be displayed very secretly even if there are some turnover behaviours. As for the employment advantage talents, they often have abundant social relation-resources, which may also not be exposed easily to job-hopping goals considering the various relevant benefits. Therefore, research should be started from the angle of employee retention; this may possibly be more advantageous in obtaining objective and comprehensive information.

In view of the employee's social coupling, the various organizations in China during her "Period of Planned Economy" may belong to the unit entities with high control capacity and the social system, and staff may be in the national distribution and spend their entire life in a unit. Their complete survival may almost be dependent on the unit so as to form the inertia of "prefer steadily" and "resist any changing".

While the unit entity system became the corporate-body system with the market-oriented status gradually along with the society transformation to the market economy, the original high planned system may be disintegrated as a result of the

implementation of various marketability policies so as to cause various organization staff to enter the era of market-oriented and gradually formed the human capital's market-oriented pattern (Li, 2006).

In China, the dilemma may cause both massive loss of high-performance characteristic staff and the same time redundant staff cannot leave and may not be willing to leave so that such personnel may become the unemployed and laid-off people along with the unit system reform or bankruptcy (Xie and Wang et al., 2001).

Today with China entering the WTO, loss of high performance characteristic talents may be a serious question, although a few scholars have already hoped to draw lessons from the research on the overseas classic attitude turnover model so as to explore the rule suitable to developing country organization talent retention and apply it further. However, this has actually been limited by cultural differences (Zhang, 2004). Whereas, there are few reports on the academic model of the relation between organization performance and the corresponding loss in China, so that the management strategy in the organization talent retention domain may be possibly "shooting at random".

Some scholars believe, studying "job coupling" is suitable with Asian national conditions and is based on the organization social capital performance view. This may possibly be more beneficial for understanding and solving the organization's talent loss within the cultural traditions and the talent network in China (Liang, 2007). The following insight may be obtained at least from the existing research.

Firstly, controlling organization staff movement follows the contingency management principle, which invests limited resources of the organization into the more effective talent retention domain. The universal turnover model may not be suitable for organization talent retention, because most scholars ignored the social factors.

Secondly, the organization talents may be easier to get "seller's status" in the labour market because they often have high human capital value and an abundant social relation resources network (social capital); thus the tradition retention strategy may be invalid. Therefore, this study will attend to community influences.

Thirdly, knowing the reason for the withdraw tendency does not mean knowing how to retain talents, but the mechanism of "job coupling" may provide organizations with a staff retention strategy (Mitchell et al., 2001). Particularly in China where a great deal of attention is placed on the relation coupling culture, studying job coupling retention management based on the organization's social capital may be suitable for the conditions of developing countries and may possibly be more beneficial for the research and solution of organization's experiencing high-performance talent movement.

Therefore, the goal of this paper lies in introducing job coupling with its corresponding analysis based on the research model of talents' performance. This paper also aims to include work attitudes and the corresponding voluntary turnover developed recently by scholars so as to understand it more effectively, and reveal the withdraw mechanism of high-performing staff, as well as to grasp the key management issues of talent's retention. Therefore, the following primary content will be considered as follows.

Firstly, this paper is based on Allen's (2001) employee work performance-- voluntary turnover model, coupled with Mitchell's (2003) job coupling pattern which proposes the developed model of talent's KDS-- withdraw tendency. This is suitable for determining the influencing factors of the knowledge-based organization's talent retention approach, integrated with "the work attitudes" model's core variables and talent's performance. Moreover, as the retention strategy has relatively high effect, the performance influencing factors may generally manifest the mediated multi-routes model between the talent's performances and withdraw tendency.

Secondly, diverting from the traditional measurement of employee performance which is limited by general characteristics and non-network features, this paper proposes the core conception of talent and appraisal indications- KDS from the platform of social capital coupling. It may match with the job coupling analysis pattern and be beneficial for revealing the internal linkage between talent's performance characteristics and retention factors in actual experience.

Thirdly, one is to integrate positive research on talent's KDS-- withdraw tendency model based on job coupling, from different aspects such as nationality, the tech-title, the organizational performance characteristics to compare its significance and functional routes. These are reflected by various talent retention factors, to reveal retention management policy which may influence the talent retention and performance decision-making in organizations.

Fourthly, based on the view of the withdraw tendency of Dalton's (1982) classification model on talent advantageous and disadvantageous loss, this paper research, from effective retention promotion dimensions of the talent withdraw tendency influencing factors and the performance effect, draws out an optimized decision- model on effective retention so as to reveal the effects of internal relations and clear the status of the job coupling retention modes. Finally, a comprehensive talent retaining suggestion from social capital coupling with empirical verification on the organizational talent retention model may be proposed.

The significance of theory and practice of current research content may indicate the following three aspects. Firstly, the talent retention theory and model based on job coupling may benefit the relationship-orientated culture in Asian countries. Therefore, the management theory contents may be enriched and also be advantageous to constructing the research pattern of talent's KDS-- withdraw tendency, which may be

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suitable for Chinese and Malaysian organizations. Moreover, the linkage between retention or loss on the high performing talent and the corresponding withdraw tendency may be proposed.

As for foreign studies, the organization talent retention approach based on "job coupling" may be set up and maintained through the management of staff, manager and the organization, as well as the dynamic organization internal and external communication, this materially belongs to the domain of organization's social capital. The talent retention goal may be realized through positively raising their turnover cost. Meantime, the talent retention analysis view and the management foundation may also be developed, which depends on traditional enhancement of job satisfaction and the organization commitment. As for the academic variables, the job coupling model of organization talent retention and the corresponding construction of the related performance appraisal system, for example, the KDS (key degree scale), may be not only be advantageous to the theory but also to experimental employee movement management. This study also highlights and matches the talent organization value validity, and invests the organization's limited resources to the talent retention management domain. Furthermore, an optimized organization talent retention mechanism may be constructed.

1.4 Purpose of Study

The overall objective of this study is to explore an integrative multi-route model between the relationships of KDS talent performance character and withdraw tendency, and the specific objectives are as follows.

To determine the mediated effect and strength of the following observable variables on the relationship between KDS talent performance characteristics and withdraw tendency:

- Job coupling (measured by On-job coupling and Off-job coupling respectively)
- Movement desirability (measured by Job satisfaction and Organizational commitment respectively)
- Apperceive mobility

To identify the moderating effect of some moderator variables on the relationship between the variables of KDS talent performance characteristics and the following observable variables:

- Job coupling
- Movement desirability
- Apperceive mobility

In view of the main research contents and objectives, this research attempts to answer the following research questions:

Question 1: How to evaluate talent's performance characters developed from the platform of social capital? Is there a quantitative standard to evaluate it?

Question 2: Does job coupling/ movement desirability/ apperceived mobility have a mediating effect on the KDS talent performance characteristics and withdraw tendency relationship?

Question 3: Are there moderator variables as follows which may adjust the relationship significantly between the KDS talent performance characteristics to the observable variables, such as job coupling, movement desirability and apperceive mobility?

- Off-job reward
- Reward fairness
- Family responsibility
- Performance visibility

Question 4: What are the significant differences that can be drawn after analyzing between different samples as follows?

- Between different speciality (job positions)?
- Between Chinese and Malaysian samples?
- Between higher and lower KDS performance characteristics?

1.5 Main Contribution Planning

This study involves practical experience verification of the proposed model between talent performance character and their withdraw tendency based on the two-routes mediated model put forward by Allen (2001), therefore its contribution may mainly be described in comparison with former studies in the area of talent retention, manifested as follows.

Firstly, extend the research sample into cross-industries in empirical study in the retention area, for former limitation in banking and health industries only, such as nursing by Lee et al., (1996), accounting of Lee (1999), regional grocery stores and hospital by Mitchell (2001), international banking group by Lee (2001); nursing centre by Wijayanto (2003); hospital staff sampling by Liao (2007); leisure and hospitality industry by Hausknecht (2008).

Secondly, use the KDS talent performance instead of job performance variable as used in model (Allen, 2004). The KDS (key degree scale) of organization performance which may have representative characteristics has been developed in this study according to organization performance on the talent turnover based on the organization social capital coupling view revealed by Dess (2001) and the survey was based on organization network competitive ability organizational talent performance mainly put forward by Ritter (1999), so as to replace the talent's performance variable in the model (Allen, 2004), and highlight the competitive advantages revealed by performance due to special characteristics of knowledge intensity of organization talents, to be compatible with the job coupling conception. Therefore, these may be advantageous in selecting effectively questionnaire to conduct the practical verification and in revealing the organization core competitiveness pattern based on the human capital and retention management domains.

Thirdly, to develop analytical routes into a 5-path intermediary chain research model based on former turnover models. According the theories of to Mitchell (2003) and Lee (2004) and coupling social patterns, the on-job coupling and off-job coupling mediated relation may be introduced in the Allen (2001) model path relations, so that the causal relation conforming with assumptions of the theory may be formed together with job satisfaction and organization commitments in the model (Allen, Rodger and Griffeth, 1999), which may show us how employee performance may influence turnover behaviour. Therefore, Allen's model (2004) may be developed into a 5-path mediated chain model with increasing practical experience verification study value and started from talent performance and correlated with withdraw tendency.

Fourthly, the introduction of community coupling highlights a new platform for talent retention. The application of community-coupling in this study focuses on social or living style in developing countries. It may be a new view for rising talent retention.

Fifthly, according to the related motivation theories and organization cultural background at the present stage, simple contingency reward as movement desirability of the Allen study (2001), are developed to three adjustment variables which are more suitable for Asian culture related organizations at present, and provide more incentive and are more restrictive to talents' movement. The three variables are "reward fairness" to the individual organization contribution; talent's "family responsibility" which reflects the conflict between work and family against the turnover; and the "off-job reward" with the network of the high coupling performance talent characteristics, this kind of reward may possibly be the retention compensation mechanism for talent and the important turnover cost elements. Performance visibility increases the corresponding social interaction effect with the job coupling whose effect may still lack effective verification (Allen, Rodger and Griffeth 1999).

Sixthly, to evaluate assumptions through SPSS, the difference of talent turnover/ retention elements' effect mechanism based on job coupling for the various work types and organization performance characteristics level with different properties or in the various organizations may be discovered, then the key retention suggestion domain for performing talents drawn out.

Finally, a talent retention model with suggestions based on the factors that influence talent retention is proposed. Employee decision-making behaviour may be divided into performance decision-making in which the individual is engaged in organized activities and participation decision-making after joining the organization according to March and Simon (1958), that is to say, the two kinds of organization motivation strategies (the performance motivation and the participation motivation), and Dalton and Todor (1982) provide the employee turnover classification modes of withdraw organization.

Therefore this research starts from retention, to integrating the organization from different retention motivation strategies, hence, proposing a conceptual model. Performing talent through job coupling then influences withdraw tendency, it reveals a new analysis route not only for research but also for effective managing practice. Subsequently, one comprehensive organization talent retention suggestion based on job-coupling will be summarized systematically.

1.6 The Thesis Structure Arrangement

The thesis may be divided into six chapters according to the research work processes.

The first chapter introduces the background, the research purpose, objective, contents and significance; the basic research questions and related concepts defining; the methodology, the analysis tool and the investigation sample; the main innovation, and one diagram explaining the thesis structure according to the research work processes as shown in Figure 1.1.

The second chapter is the literature review, which introduces the research model evolution and the development comment on talent retention or turnover, which puts forward the employee retention / turnover research model evolution and other recent developments based on the organization coupling employee retention models. A comparison between "job coupling" model core structure variables with the traditional attitude model variables is proposed. The development of the employee performance -- voluntary turnover model and the talent performance view about the modern organization social capital coupling are included. The final section of chapter 2 covers the present model study situation and a brief narration on the domestic turnover of China.

The third chapter encompasses the methodology design and hypotheses development, such as the verification of instruments and representative sampling.

The fourth chapter covers the first stage research work of model assumptions based on the job coupling theory and "talent's KDS- withdraw tendency model", introduce the OSL level multivariate regressive analysis method and the model assumption adjustment variable extraction of the job coupling research, propose the development assumptions of the "talent's KDS- withdraw tendency model".

The fifth chapter focuses on the model goodness of fit test and the interaction analysis on the relation model on the talent performance – the withdraw tendency relationship, which includes the investigation sample choice and basic statistics characteristics, the choice and operation of the main variable analysis method, the questionnaire analysis, the model assumptions and the analysis summary.

The sixth chapter mentions the talent performance based on the job- coupling, the practical verification study and the difference in analysis of the withdraw organization relation model in the second stage, which includes the difference in significance analysis of speciality type of talents assumption model variables effect, the difference in significance analysis of the nationality of talents assumption model variable effect, the difference in significance analysis of performing characteristic level assumption model variable path effect, and the analysis summary.

The seventh chapter covers the research summary which includes the talent retention policy-making optimization model of the participation and promotion performance, the comprehensive talent retention suggestions based on the job coupling theory, and the thesis summary and the future prospects for research.

Background, Objectives and Research Questions
Methodology and Sample Design
Main Innovation Planning
Logical Arrangement Structure

Part I: The theoretical model conceivableness and assumptions

① the Viewpoint of Talent Performance.

② Evolvement of Talent Retention/ turnover Model
③Conception Clusters Coupling-related
④ Development of Performance-Withdraw Tendency

① KDS: the talents performance scale. Test - satisfied result

② Introduction of the Job-coupling exploration research.
Correlation/ regression

③ Identification of the Med-variables and Mode-variables after ②.

④ Explanation of Hypothesis

Part Ⅱ: Test of theoretical hypothesis and model's goodness of fit

① Analysis of questionnaire;
② Model structure and Multi-routes fitting test by LISREL;
③ OSL regression analysis of the interactive relationship

Part Ⅲ: Conclusion and prospect

The positive variability analysis among samples:
① Specialty types differences;
② Nationality difference;
③ Key degree difference (high/ low performance-talent).

Summary of study and future prospects.
① The management decision-making optimization model based on Job-coupling mediated multi-routes turnover model
② The integrated talent retention suggestion.

Figure 1.1

The Holistic Logical Arrangement of the Thesis Structure

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

In the research field of employees' retention or turnover, empirical model always plays a dominate role for their advantages in discovering theory and guiding the practice of organizational management. From the developing process of studies, some of the integrative research models have been formed under the support of various subjects, such as economics, psychology, sociology, and management, represent ting every development stage. Such models have been expanded and improved from various theoretical views along the progress of time.

Above the rest, the review will be put in this chapter on related research literatures, which are the employees' "job coupling" retention model, the mediated two/ multi-routes model of employees' job performance -- withdraw tendency (turnover), and the KDS for measuring talent performance based on the perspective of organizational social capital theory. So that the hypothesis, for the research model on the relation between talents with higher performance characteristics and their withdraw tendency can be established on effective theories.

In human resource management research and practice, the employee retention, for talent, is the opposite of turnover or loss, which involves the question of organization employee movement. Therefore, research in this area by the mainstream school (mainly the organizational behaviour school) may naturally evolve to the research of affecting factors to employee turnover, in the meantime, mainstream scholars believed that the positive or negative influence from these factors may either promote employee retention or turnover (Zhang, 2004).

In the research on employee's retention, voluntary turnover may also attract the most attention, because employee movement including other domains, such as recruitment (exterior inflow), personnel allocation, position adjustment (internal inflow), job displacement and dis-employment (not voluntary outflow) may be the management activity which can be controlled by the organization. However, the other talents who expect for voluntary turnover often have relatively high human capital value, and their turnover behaviour can cause serious results to organization out of control (Zhang, 2006).

As for the study on Voluntary Turnover Model, which attract the most attention in both academic and management groups for a long time, voluntary turnover of knowledge and management talents also can be the main research dimension (Eriksson 2001, Potter and Timothy, 2003), because this kind of talents might be the organizational core human capital, and it is practically significant to highlight influence to organization competitive advantages for their turnover behaviour(Lee, Steven and Maurer, 1997; Shaw, Jason, 1999; HoukesInge, 2001). In view of the validity of the organization human resources management, combination of effective talent retention and organization performance promotion may be basic guidance to this kind of research (Dalton et al., 1982; Allen and Rodger, 1999; Lee and Mitchell et al., 2004).

This study centers on talent retention which involves the transfer from clarifying what is main achievement of former scholars, about process of development in building of retention or turnover model, and the relative performance level of the leavers and stayers, the contextual factors affecting the organization performance and the withdraw decision-making as well as the organization performance consequence caused by turnover becomes the specific and key research area for talent retention/ turnover, which aims to be cleared up and understood profoundly.

As for many factors affecting talent's retention or turnover in academic research, to build the construction concept, put forward and verify related assumptions and refine the system analysis model based on the correlated theories and experiences, may be the main research pattern for the modern mainstream school.

In view of enterprise human resources management, this kind of research pattern may be considered to be very necessary for the modeling research on talent retention, because this may be very relevant for not only the comprehensive determining factors being studied but also the human resources managers to analyze and diagnose the question of enterprise talent's movement (Xie, 2003). Therefore, this chapter review and evaluate academic results from former scholars on talents' retention, and captures some of this complexity by turnover and retention thinking and propose a more effective mediated-routes retention model based on social capital theory.

2.2 Traditional Viewpoint of Turnover Model

In view of developing model of related employee retention or turnover research in developed countries, it has nearly 60 years of history. The contents may be abundant gradually; therefore, "academic researcher centered about theory of turnover" has been formed, with worldly influence led by these scholars in these countries (Zhang, 2006). In general these research models may be divided into two central parts, one is the "Traditional Classic School" based on employee retention/ turnover process model with turnover intermediary variable of "Job attitude" such as job satisfaction and organization commitment.

Secondly, "New Multi-Routes School", which has been constructed according to the "new turnover theory" and may be explained based on the various specific influencing factors since the 1990s. This model declared variables of job coupling that can be not only as the predetermined variable causing the employee staying or leaving, but also as the strong effect variable affecting the employee's performance (Lee, 2004). With more abundant and new explanation strength as well as the development contribution to traditional turnover model, they are attracting attention and quoted by the mainstream school (Maertz, Rodger and Griffeth, 2004). "job coupling" analysis pattern may also be advantageous for developing one worthy widening domain on understanding organization talent retention question in view of social capital coupling of organization performance in empirical study (Liao, 2007).

2.2.1 Primary period of Turnover thinking

Generally, there were primary study in organizational employee's movement from view of macroscopically economic at the beginning of the 20th century, for searching the factors influencing employees' turnover, such as salary, common training, labour market structure, and job opportunities, and their achievements have laid the foundation for later construction of organizational employees' retention/ turnover theory (March, 1958; Burton, 1969; Chen, 1997; Zhang et al., 2006).

In terms of the integrative theory concerning management of employees' retention/ turnover, as early as Barnard (1938, 1997), from the perspective of organizational society, personal psychology, and interaction of economic interest, made profound discussions about the determinate factors (individual goal, desirability, impetus, and other available opportunities which can be perceived) for people to join certain "collabourative organizations", theory on effectiveness of organizational "inducement" for attracting organizational members and keeping their willingness to contribute to organization, maintaining social structure in organizations, and realizing the target of organization. In Barnard's *Function of the Executive*, described among material and non-material inducements provided by organizations, social integrating relation generated by organizations to employees, takes a crucial position and usually plays "determinant" role in effective operation of organizations or socially collaborative system.

However, defects of it have been denounced by succeeding psychologists in the new era with a less independent scope was adopted for interpreting employees' turnover witch stresses only on the influence of economic factors; and it was less elucidating how the determinate factors influence employees' turnover behaviour (Zhang and Li, 2005).

2.2.2 Job attitude Period

Since the 1950s, with the rapid development of the western economic after post-war rebuilding, swiftly increasing management cost, such as the costs of control, replacement, and training from organizational employees' retention or turnover accompany lower unemployment rate. And that, also promote scholars and managers to embark on systematic research on employee movement, wherein empirical research became the mainstream in this field.

From establishment and evolution of research model on organizational employees' turnover, it is generally believed that the source during this period is combination of the developed organizational equilibrium theory in the classic work "*Organization*" of March and Simon (1958), who both are inheritor and promoter of social system school on the research of turnover decision behaviour of employees (Xie, 2003; Lee and Mitchell et al., 2004).

In work of March and Simon, divided the organizational employees' decision-making behaviours into individuals' "Decisions to Perform" organizational activities and "Decisions to Participate" in organizations, and they believe that the direct motivation of these two kinds of decision-making behaviours differ from each other greatly: Decisions to perform are under the interpretation of incentive concepts, for example objective, desirability, and social controlling factors, etc. (such as norm, group pressure, and payment); but, decisions to participate are subject to the interpretation of retention concepts, like personal perceptive movement desirability, and turnover mobility etc. Therefore organizational employees' turnover behaviours can be regarded as the psychological reflections of the selective decisions to participate in organizational activities.

On the basis of citing a number of previous research results to propose theoretical assumption and conduct theoretical analysis, March and Simon put forward the earliest overall model about employees' voluntary turnover, or the so-called model of "decision to participate". The model consists of two sub-models: one for analyzing the turnover desirability from organizations perceived by employees, and the other for analyzing the turnover mobility.

Because the two factors have well reflected the determinant variables for employees' turnover behaviours, it is generally believed that March and Simon are the earliest figures who try to integrate labour market and individual behaviours for investigating and studying employees' turnover behaviours. Their outstanding contribution is the introduction of labour market and behaviour variables into the research on the turnover process of employees from organizations, laying a theoretical foundation for later research on employees' turnover.

However, this kind of model lacks sufficient demonstrative and empirical validity, and at the time of analyzing employees' turnover, the simple relation between two variables is stuck into many variables, it is necessary to cover, at the same time, the key variables into one model for discussion so that the function of every variable can be evaluated adequately. This also opens extensive research routes for later researchers (Chen, 1997; Xie, 2003).

The organizational equilibrium theory developed by March and Simon (1958), organizational equilibrium means that the payments and inducements provided by organizations are sufficient to attract the participants to make continuous contribution to their organizations so that their organizations may continue to exist; when the inducements are not adequate, organizational participants will have movement desirability, connect it with the mobility easiness they may perceive, and compare the

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effect of inducements and contributions, and then behaviours impacting organizational equilibrium will appear – namely turnover.

March and Simon's organizational equilibrium theory indicates clearly that the Movement desirability and Apperceived mobility by employees are the most important theoretical precursor variables for their Turnover behaviour. As a result, the research concerning the problem of employees' turnover, which were dominated by the behavioural school in the last 50 years, a classic mainstream research model on organizational employees' retention or turnover has been gradually established, namely the so-called "Job attitude model", which is based on job attitude and oriented at the element of organizational commitment from the concept of movement desirability perceived by individuals. In the model, the apperceived mobility easiness by individuals is understood as selectable job opportunities or actual unemployment rate perceived by individuals, and is constructed as an external influencing factor which acts directly on organizational employees' withdraw tendency or turnover behaviour in the traditional research model based on job attitude (Xie, 2003; Lee et al., 2004).

The classic turnover model based on job attitude is constructed on the basis of psychological process, and it puts the research focus on the mutual relation of employees' turnover behaviour, mediator variable are job satisfaction and organizational commitment and the expansion of their substructure variables, generating various representative organizational employees' voluntary models. Following the direction on job attitude of "decision to participate" developed by March and Simon (1958), model variables generate increasingly and relationships among variables become complex gradually (Griffeth, 2000; Mitchell and Holtom, Lee, et al., 2003, 2004).

For instance, the psychological process model of Price (1977) with job satisfaction as the direct mediator variable for employees' voluntary turnover; the turnover model of "Extended Media Chain" with job satisfaction as the direct mediator variable, which is put forward by Mobley (1979) based on the model in 1977; Steers and Mowday's (1981) turnover model with the introduction of organizational commitment as a mediator variable from the model in 1979; So-called "non-mainstream" voluntary turnover model of "Cusp-catastrophe" of Sheridan and Abelson (1983), taking job satisfaction as the key measuring indicator and denying turnover as a process of continuous psychological changes.

In 1990s Lee-Mitchell's Unwrapped Model (1999) cover the attitude turnover model based on social and psychological background factors for employees' voluntary turnover from the perspective of multi-route turnover, gain more and more attention because it makes breakthrough in the research angle of traditional attitude. Following Mitchell's model, Zhang (2005) pointed out that some turnover decisions which are independent from the degree of job satisfaction, are induced by "system shockers".

The above-mentioned models introduced respectively by Price (1977), Mobley (1979), Steers and Mowday (1981) are regarded as typical "Attitude models" in the development of research on organizational employees' turnover in the monograph of Hom Griffeth, published in 1995.

Griffith (2000) conducted a review research in the model of element analysis on all papers on employees' volunteer turnover published in classic management magazines, he describes that related variables around attitude models reached eleven kinds of demographic predictors; sixteen kinds of sub-structure variables related to job satisfaction and organization factors and work environment factors, such as expectations, pay satisfaction, distributive justice, supervisory satisfaction, leader-member exchange,

work group cohesion, co-worker satisfaction, role clarify; six kinds of variables related to job content and external environment factors, such as job scope, routinization, job involvement, alternative job opportunities, comparison with present job etc.; three kinds of other behavioural predictors; nine kinds of adjusting variables for withdraw process (Griffeth, 2000). A general research model and analyzing route for traditional attitude research model are displayed in Figure 2.1.
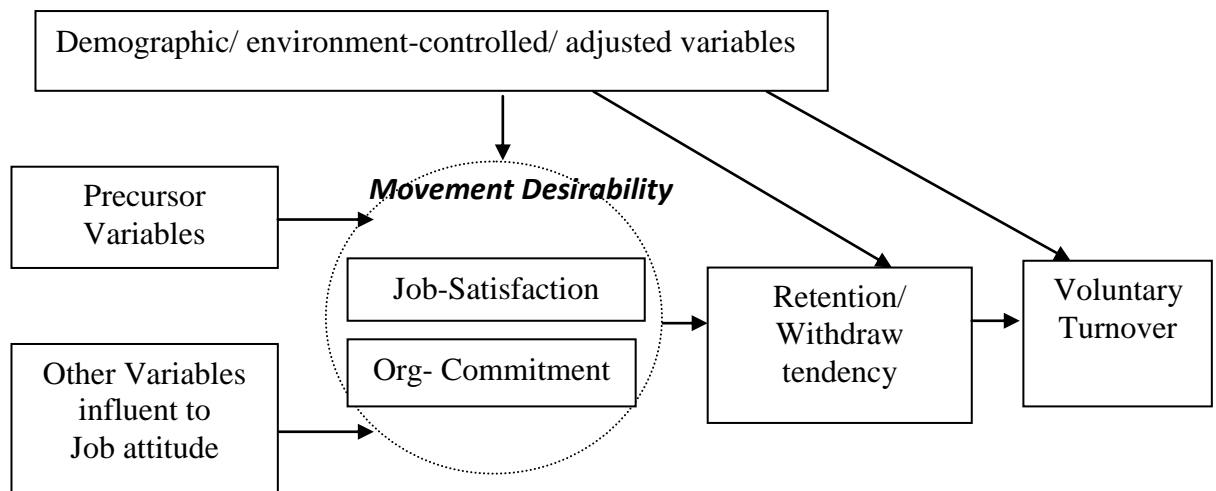
Figure 2.1

The Traditional Turnover Model

Adapted from Griffeth, Peter and Stefan, (2000) p463-488

Hausknecht (2008) listed the major 12 retention factors that have been published in the literature over the last 60 years from 24,829 employees in leisure and hospitality industry of US, which help explain why employees stay or quit. A brief summary of these content models is described in Table 2.1.

In conclusion, it is generally believed that in the traditional attitude turnover model the process of employees' volunteer turnover (including the turnover intention and behaviour of turnover) is the reversed transformation process of employees' retention psychology and behaviours, mainly consisting of four sectors (Lee and Mitchell, 1999): first is the quit process caused by job dissatisfaction; then, employees' search for

substitutable jobs before turnover; is evaluation on such substitutable jobs; and result is

occurrence of turnover behaviour.

Table 2.1

Description and Definition of Retention Factors

Retention Factor	Definition
1.Job satisfaction	The degree to which individuals like their jobs
2.Extrinsic rewards	The amount of pay, benefits, or equivalents distributed in return for service
3.Constitution attachments	The degree of attachment to individuals associated with the organization such as supervisor, co-workers, or customers
4.Orgnizational commitment	The degree to which individual's identify with and are involved in the organization
5.Orgnizational prestige	The degree to which the organization is perceived to be reputable and well-regarded
6.Lack of alternatives	Beliefs about the unavailability of jobs outside of the organization
7.Investments	Perceptions about the length of service to the organization
8.Advancement opportunities	The amount of potential for movement to higher levels within the organization
9.Location	The proximity of the workplace relative to one's home
10.Orgnizational justice	Perceptions about the fairness of reward allocations, policies and procedures, and interpersonal treatment
11.Flexible work arrangement	The nature of the work schedule or hours
12.Non-work influences	The existence of responsibilities and commitments outside of the organization

Note. Several definitions adapted from Price and Mueller (1981) and Steers (1977).

2.3 New Development of Turnover Model

2.3.1 Formation of the Job coupling model's variables

The basic hypothesis, in the traditional job attitude turnover model on employees' turnover process includes various exogenous variables, related to jobs in an organization, leading to turnover tendency and job-searching behaviours through influencing employees' job satisfaction and organizational commitment (mediator variable), and further resulting in turnover. Thus, the model, with continuous research, tries to extend the predetermined factors (exogenous variables) which influence the mediator variables for improving its interpretation force.

However, recent element analyses by Griffeth and Hom (2000) on previous mainstream literature shows that the mediator attitude variables (job satisfaction and organizational commitment) can only interpret 3.6% variance of actual turnover behaviours, and withdraw tendency as the precursor variable, which is believed as to be the most direct mediator variable to turnover behaviour, could only interpret 12% of actual turnover behaviours.

In view of the lower interpreting power to traditional turnover model, Lee and Mitchell (1999, 2001, 2003 and 2004), who are representatives in the academic field of turnover research, had contributed significantly as depicted it the following paragraphs.

Firstly, the various turnover variables interpreted only 25% by the traditional mainstream of actual turnover behaviours, namely, using job satisfaction, organizational commitment, job searching, and selection of job opportunities etc. as major predetermined variables.

Secondly, many voluntary turnover behaviours are caused by events which are called "system shockers" by scholars, neither accompanied with job searching, nor job opportunity selection or dissatisfaction to jobs.

Thirdly, the factors leading to employees' retention and being retained by organizations are not psychological factors resulting in employees' turnover, which means, employees' retention or turnover involve different complicated psychological and emotional processes as well as the background of social relations coupled.

Fourth, expanded empirical demonstrations on job coupling model indicate that job coupling with factors for promoting organizational performance, may be a type of new idea to conceptually and experientially associate the behaviour decisions together on performance, withdraw tendency and quitting behaviours, namely Job coupling variable is both the predetermined variable to employees' retention or turnover and one of strong effects which influence organizational performance, such as task performance and relation performance.

In the process of research, Lee and Mitchell put forward and improved the "unwrapped job coupling model" of voluntary turnover for employees' retention. Above 92% samples were interpreted satisfactorily for their turnover behaviour through combining social background which turnover decisions and multi-route analyzing view (the traditional job attitude model may be covered in one of the analyzing route in the unwrapped model). Especially in empirical demonstrations, to compare with the mediator variables of the job attitude model, researchers discovered that interpretation of job coupling influent to employees' retention behaviours are higher than job satisfaction and organizational commitment.

Mitchell and Lee (2003) in the construction of Job coupling model, believe that the theory of the model comes from:

- Research on the influence of non-job factors, such as some family items, on employees' turnover/retention decisions;

- Research on forecasting variables of turnover or retention centered on the "organization", such as "team working" "community attaching";

- New research results from "un-wrapped turnover model".

Researchers, focusing on the network-based peoples' social life, introduced the analyzing perspective of "on job coupling" and "off job coupling" factors which are significantly restrict on employee's turnover. In other words, job coupling just like a web "connect", "agglutinate" and "bind" people in it.

Those with high job coupling have abundant close and distant social links and enjoy themselves in their working and living social networks. For the purpose of creating a systematic analyzing model, researchers constructed three analytic dimensions (linkage, fitness, and sacrifice) for job coupling, and combining with employees' organization and community, form the job coupling models as shown in Figure 2.2. This meant to interpret or forecast employees' retention, on-job coupling (organizational coupling) and off- job coupling (community coupling), which are described respectively through the three dimensions.

The key structure variables of job- coupling (linkage, fitness and sacrifice) are basically defined as "Linkage" which means formal or informal connection between an employee and institutions or people. Job coupling suggests that a number of threads connect an employee and his or her family in a social, psychological, and financial web that includes work and non-working friends, groups, community, and the physical

environment where they are located. The higher the number of links between the person and the web, the more an employee is bound to the organization.
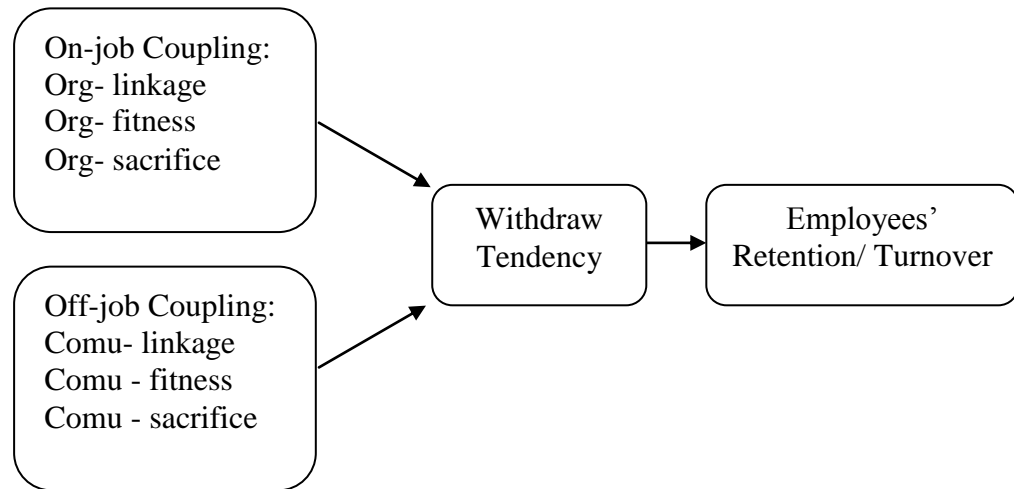
Figure 2.2

The Job Coupling Model Based on Talent's Retention

Adapted from Mitchell, Holtom and Lee et al.,(2001) p 1102-1121

Many studies reveal that in choosing turnover or retention, one has to stand the pressure from his/ her family, team members, and other colleagues (Presthold, 1987). Those who are older, married, holding posts for a long period, or required to take care of children are more willing to remain as normal. Religious factors may also influence degree of commitment. If choosing to quit, employee and his family may be interrupted the linkage or have to pay a high cost for rebuild it.

"Fitness" is defined as an employee's perceived compatibility or comfort with an organization and with his or her environment. According to the theory of Coupling, an employee's personal values, career goals and plans for the future must "compatible" with the larger corporate culture and the demands of his or her immediate job, such as job knowledge, skills and abilities. In addition, a person will consider how well he or she fits the community and surrounding environment. This study posits that the better the compatibility, the higher the likelihood that an employee will feel professionally and personally tied to the organization.

Those misfits with the organizational values might prefer quite than fits (O'Reilly, Chatman and Caldwell, 1991). Chatman (1991) later reported that when organizational entry produces poor person-organizational fit, employees are likely to leave the organization. Chan (1996) suggested that having one's personal attributes fit with one's job may decrease turnover, and Villanova, Bernardin, Johnson and Dahmus (1994) found that lack of job compatibility predicted turnover. Cable and Judge (1996), Cable and Parsons (1999) and Werbel and Gilliland (1999) reported that people self-select jobs based on value congruence and that employers try to hire on that basis.

Many socialization practices follow similar processes. More specifically, initial job choice and socialization are related to perceived fit which in turn affects turnover. Thus, a person's fit with the job and organization relates to attachments to the organization. There are similar community dimensions of fit as well. The weather, amenities and general culture of the location in which one resides are further examples.

In addition, outdoor activities such as fishing or skiing, political and religious climates, and entertainment activities (college or professional sports, music, and theater) vary dramatically by region and location. Most important, these assessments of fit may be independent of job or organization fit (I love IBM, I hate New York). Relocation would obviously require a recalibration of fit, but even a new job without relocation could disturb ones general patterns with new hours of work or a different commute.

"Sacrifice" represents the perceived cost of material or psychological benefits that are forfeited by organizational departure. For example, leaving an organization may induce personal losses, such as losing contact with friends, personally relevant projects, or perks. The more an employee will have to give up when leaving, the more difficult it will be to sever employment with organization. Examples include nonprofit able benefits, like stock options or defined benefit pensions, as well as potential sacrifices

incurred through leaving the organization like job stability and opportunities for advancement. Similarly, leaving a community that is attractive and safe may be difficult for employees.

Community sacrifice is a serious problem to that talent who move homes due to turnover (Mitchell, Holtom and Lee, 2001). It is hard to leave an attractive and safe community, even if one may find another at the original residential place, he or she may also lose various traveling conveniences, favorable timetable provided by the flexible working system, need for taking care of family and children provided by the former organization. In evidence, consideration of personal career development and additional materials benefits with personal life, the higher the community coupling of talent, the less likely that he or she chooses to quit. It can be concluded as shown in Table 2.2.

In the aforesaid model of Mitchell, et al., (2003), job coupling (include the on-job coupling and the off-job coupling), is a general coupling concept including non-job factors. In a study on job coupling conception, Lee, and Mitchell (2004) distinguished substructure variables into "on-the-job coupling" and "off-the-job coupling" with 1650 employee samples of large international financial institutions as the research objects, and they respectively studied relations between "job coupling" with "organizational citizenship behaviour", "job performance", "voluntary absence" and "voluntary turnover" of employees, they discovered that "on-job coupling" is a significant forecasting force to employees' organizational performance and "off-job coupling" is of significant forecasting force to employees' withdraw tendency and turnover, possibly a pair of relatively independent factors influencing employees' turnover.

Their research also reveals that "job coupling" may have obvious adjusting effects and even mediating effects to the relation between the variables of employees' organizational performance and withdraw tendency. This study provides a basis for

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empirical studies on introduction of job coupling analyzing model into the talents'

performance- turnover tendency/ behaviour.

Table 2.2

Job Coupling Definitions

Job coupling	Job coupling represents a broad array of influences on employee retention. The critical aspects of job coupling are (a) the extent to which the job and community are similar to or fit with the other aspects in a person's life space, (b) the extent to which this person has link to other people or activities and, (c) what the person would sacrifice if he or she left. These aspects are important both on (organization) and off (community) the job.
Organization fitness	Organization fitness reflects an employee's perceived compatibility or comfort with an organization. The person's values, career goals and plans for the future must "fit" with the larger corporate culture as well as the demands of the immediate job (such as, job knowledge, skills and abilities).
Community fitness	Fitness-community captures how well a person perceives he or she fits the community and surrounding environment. The weather, amenities and general culture of the location in which one resides are relevant to perceptions of community fitness.
Organization linkage	Linkage-organization considers the formal and informal connections that exist between an employee, other people, or groups within the organization.
Community linkage	Linkage-community addresses the connections that exist between an employee and other people, or groups within the community. Links-community recognizes the significant influence family and other social institutions exert on individuals and their decision making.
Organization sacrifice	Sacrifice-organization captures the perceived cost of material or psychological benefits that may be forfeited by leaving one's job. For example, leaving an organization likely promises personal losses (such as, giving up colleagues, projects or perks). The more an employee gives up when leaving, the more difficult it is to sever employment with the organization.
Community sacrifice	Sacrifice-community is mostly an issue if one has to relocate. Leaving a community that is attractive, safe and where one is liked or respected can be difficult. Of course, one can change jobs but stay in the same home. But even then, various conveniences like an easy commute or flextime may be lost by changing jobs.

2.3.2 Person-Environment fit

In recent reviews of the person–environment (P–E) fit literature, Tinsley (2000) called P–E fit models "ubiquitous in vocational psychology" and concluded that the research support was overwhelming "that the P–E fit model provides a valid and useful way of thinking about the interaction between the individual and the environment". Management scholars have expressed growing interest in the concept of P-E fit, due mainly to its many benefits for employee attitudes and behaviors. PE fit in a work setting is concerned with creating congruence between an employee's values, skills, knowledge, and behavior and his/her work context. This congruence benefits both the employer and the employee. The employer benefits are likely to include higher levels of productivity, morale, organizational commitment, and employee retention. The employee benefits are largely associated with favorable work attitudes and lower levels of work stress (Holland, 1985).

Within the P-E fit framework, researchers have found that an individual may achieve congruence with the work environment on one or more levels: the job, the work group, the organization, and the broader vocation (Kristof-Brown, Jansen, & Colbert, 2002; O'Reilly, Chatman, & Caldwell, 1991). Researchers distinguished different specific types of fit included under the umbrella concept of P-E fit. These include individuals' compatibility with their vocation (P-V), organization (P-O), job (P-J), and coworkers/group (P-G) (Judge & Ferris, 1992; Kristof, 1996; Werbel & Gilliland, 1999).

First, person–job (P-J) fit is the oldest and most widely discussed form of P-E fit in literature. P-J fit is defined as the match between the abilities of a person and the demands of a job or the needs/desires of a person and what is provided by a job (Edwards, 1991).

Person group (P-G) is the fit identifies both supplementary and complementary aspects of fit necessary for successfully working with co-workers in a workgroup or a team (Werbel & Gilliland, 1999). Supplementary fit involves employees sharing similar attributes among their group members, whereas complementary fit is concerned with providing the skills and abilities that are not widely shared by other group members (Muchinsky & Monahan, 1987).

Person organization (P-O) fit is the second type of P-E fit mentioned in literature. The concept of P-O fit involves matching employees' interests, values, and needs to the organizational culture (Chatman, 1989). Kristof (1996) defined Person organization (P-O) fit as: "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both". This definition focuses on fit of the person with the whole organization rather than a specific job, vocation, or group. It takes into account two types of relationships that may occur between an individual and an organization: The organization and the individual contribute to the fulfillment of needs of the other (for example, complementary congruence) or the organization and the individual share similar characteristics (such as supplementary congruence).

Since P-O fit emphasizes fit to the organizational culture, it addresses P-E fit from a macro-level of analysis. P-O fit emphasizes a fit between employees and the work processes that permeate all jobs in an organization. It attempts to create an organizational identity by establishing consistent values that permeate an organizational culture.

Whereas P-J fit is relevant to an individual's compatibility with a specific job, P-O fit pertains to how an individual matches an organization's values, goals, and mission. P-O fit is operationalized as the correlation between the values of employees and their

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organizations; P-J fit is measured as the correlation between employees' skills and their job requirements. A summary of the P-E fit drawn by the author can be referred to Table 2.3.

Table 2.3

The type of person–environment fit

Type of PE fit	Primary focus	Level of analysis	Organizational competencies
Person Job (P-J fit)	Matching employees' skills, knowledge, and abilities to performing specific job-related tasks	Individual	Functionally based competencies: General technical job proficiency, technical knowledge in a key function, or market sectors.
Person Group (P-G fit)	Matching employees' skills, knowledge, and abilities to both the complementary and supplementary requirements of the specific workgroup	Group	Innovation-based competencies: Flexibility and enhanced team decision making with decentralized decisions.
Person Organization (P-O fit)	Matching employees' interests, values, and needs to the organizational culture	Organizational	Culturally based competencies: Shared values and norms associated with corporate identity. Varied but including different dimensions of customer service, product innovation, integrity, fun loving, conservative, etc.

With some of the earliest research in the organizational sciences (Argyris, 1960) and extending over the next half-century (Edwards, 1991; Kristof, 1996; Tinsley, 2000), scholars have found that P-E fit relates positively to important job attitudes (for example, job satisfaction, organizational commitment, subjective career success) job behaviors (such as core task performance and citizenship behavior) and negatively related to turnover intentions and behaviors (Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005).

P-E fit operates at both the organizational and individual levels of analysis. At the organizational level of analysis, organization provides the organizational infrastructure to support different organizational competencies (Werbel & Gilliland, 1999). In turn, this leads to a competitive advantage. At the individual level of analysis, P-E fit is concerned with identifying the individually appropriate attributes for a given work context (Kristof, 1996). P-E fit on the individual level is associated with having different types of skills, knowledge, values, and behavior. These assets are then associated with job proficiency.

Unfortunately, despite the widespread acceptance and success of P–E fit models, there remain significant challenges to overcome. The crux of P–E fit model is the "P-O fit paradox", over-focus the "fitness" or "compatibility" will result in the stiffness and lower efficiency, especially during the changing era. Secondly is the ability to make meaningful predictions about outcome based upon the quality of fit between the characteristics of a person and of an environment. Although many studies report statistically significant relationships between fit and outcome, the amount of outcome variance accounted for remains modest, usually around 10% (Donald, 2004). Lee and Mitchell (2003, 2004), who are representatives in the academic field of turnover research, had contributed significantly. The various turnover variables interpreted 25% by job coupling as major predetermined variables of actual turnover behaviours. Above 45% outcomes variance were interpreted satisfactorily through combining social background which turnover decisions and multi-route analyzing view. Especially in empirical demonstrations, to compare with the mediator variables of the job attitude model, researchers discovered that interpretation of job coupling influent to employees' retention behaviours are higher than job satisfaction and organizational commitment.

And the third but not the last, for talent management, social background showed more significance According to Lee (1999) and Mitchell et al. (2001, 2004), Job coupling represents a broad cluster of factors that influence an employee's choice to remain in a job. ---- may be integrated with the background of social capital, and may be combined closely with social factors with more comprehensive inclusiveness. Therefore, P-E fit of job-related is not enough although operates from both of the organizational and individual levels of analysis.

"Organization fitness" is defined as an employee's perceived compatibility or comfort with an organization and with his or her environment. According to the theory of Job Coupling, an employee's personal values, career goals and plans for the future must be "compatible" with the larger corporate culture and the demands of his or her immediate job, such as job knowledge, skills and abilities. In addition, a person will consider how well he or she fits the community and surrounding environment. This study posits that the better the compatibility, the higher the likelihood that an employee will feel professionally and personally tied to the organization.

O'Reilly, Chatman & Caldwell (1991) found that misfits with the organization values terminated slightly faster than fits. Chatman (1991) later reported that when organizational entry produces poor person-organizational fit (P-O fit), employees are likely to leave the organization. Chan (1996) suggested that having one's personal attributes compatible with one's job may decrease turnover, and Villanova, Bernardin, Johnson and Dahmus (1994) found that lack of job compatibility predicted turnover. Cable & Judge (1996), Cable & Parsons (1999) and Werbel & Gilliland (1999) reported that people self-select jobs based on value congruence and that employers try to hire on that basis.

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Many socialization practices follow similar processes. More specifically, initial job choice and socialization are related to perceived compatibility which in turn affects turnover. Thus, a person's compatibility with the job and organization relates to attachments to the organization. There are similar community dimensions of fitness as well. The weather, amenities and general culture of the location in which one resides are further examples.

The more implication of Job coupling which was consistent with the connotation of organizational social capital, was the socialized factors of cognitive scenes in which employees interact with organizational network, further to achieve Job satisfaction and Origination commitment. Job coupling was a decisive factor to the formation of the job attitude model.

In addition, outdoor activities such as fishing or skiing, political and religious climates, and entertainment activities (college or professional sports, music, and theater) vary dramatically by region and location. Most important, these assessments of fit may be independent of job or organization fit (I love IBM, I hate New York). Relocation would obviously require a recalibration of fit, but even a new job without relocation could disturb ones general patterns with new hours of work or a different commute.

There are also two constructs that partially overlap with fitness dimension. The work of Schneider (1987), Chatman (1989) and Kristof (1996) discusses the idea of person-organization fit (P-O fit). More recently, person-job fit (P-J fit) has been researched by Saks & Ashforth (1997) and Werbel & Gilliland (1999). In general these constructs refer to compatibility ideas including the "congruence of the personality traits, beliefs and values of individual persons with the culture, strategic needs, norms and values of organizations" (Netemeyer, Boles, McKee & McMurrian, 1997) for P-O fit and the congruence of knowledge, skills and abilities (KSA) with one's job for P-J fit.

The measures include items like, "to what extent are the values of the organization similar to your own values" (Saks & Ashforth, 1997).

In general, these constructs refer to a type of compatibility concept, including the "congruence and consistence between individual features, beliefs and values and organizational cultural strategic requirement, norm and values" (Netemeyer, 1997) at the layer of person-organization, and the congruence between individual KSA (knowledge, skills and ability) and the job at the layer of person-job fit. Measuring items are mainly embodied in "the degree of similarity between organizational values and personal values" (Saks, Ashforth, 1997).

The dimension of organization fitness incorporates a number of the separate fit ideas from this literature. This study asks how well one perceives he/ she fits with his/ her co-workers, group, job, company and culture. In addition, since there is confusion in the literature on the bases of compatibility (e.g., personality, values, needs and goals; Kristof, 1996), therefore, this study simply asks for an overall fitness perception without referring to needs as apparent in the above items. Thus, the organization fitness construct of Job coupling is more encompassing than the separate fit constructs in the literature.

The analytic dimension of organization-fitness in Job-coupling integrates thoughts from these literatures, stressing more on the compatibility perceived to their colleagues, groups, job, units, and organizations. In addition, the bases for analyzing the construct of fitness in previous literatures are omnibus (Kristof, 1996). For instance, mixing personality, values, needs, and targets, but what is measured in Job coupling is the general fitness, without the need to highlight some items of fitness. The concept of fitness in JC is more inclusive involving community-fitness.

In summary, there are more overlaps between Organization fitness of Job Coupling and P-E fit which are described as P-O fit and P-J fit respectively. However, as a new platform of Communication about talent retention are suggested in this paper. Apparently, being coupled in an organization and one's community is associated with reduced intent to leave and actual leaving. These findings appear to support the current emphasis in the academic and popular press on the need for organizations to be concerned with talent's lives both on and off-the-job. It also suggests that the focus on money and job satisfaction as the levers for retention may be limited in scope. Many non financial and non-attitudinal factors serve to place people in a network of forces that keep them in their job. Further pursuit of these ideas will hopefully increase our understanding of why people stay, why they leave and how those actions can be influenced.

2.3.3 Introduction of Performance character

Although studies on the issues of organizational employees' turnover have been conducted over the past 60 years and will continue to take a prominent position in the theory and practice of organizational behaviour management, since the end of the 1970s and the beginning of the 1980s, Porter and Steer (1973), Spence and Steers (1981) noticed the difference between leavers with low and high performances. They stressed the necessity to study the level of job performance as a factor influencing turnover to study.

Dalton, Todor (1979, 1982), and Muchinsky, Tuttle (1989), believed that previous studies overstressed the negative impact on organizations caused by employees' turnover, and brought forward the turnover classification model based on the interactive appraisal of employees' performance and inducement of reward to employees. Therefore, further specifying the orientation of research on the voluntary turnover of employees with high employee performance feature appeared, the so-called "unfavorable drain" on organizations.

This makes the relation between employees' job performance and their voluntary turnover become a special research realm possessing more value to improve organizations' competitiveness and needing clarification. In the construction of this type of research models, features of relative performance levels of leavers and retainers, background factors influencing their decisions to perform and participate, and organizational performance consequence induced by turnover become the keys to understand employee turnover behaviours (Dalton and William,1982; Allen, Rodger and Griffeth1999; Dess, Gregory and Jason, 2001).

The research model on the influence of employees' performance on their voluntary turnover involves two basic questions: one is whether the two variables are related, namely whether those with high performance character talents are intrinsically more likely or unlikely to choose to quit; the other is the relation between employees' job performance and their turnover, in which whether other circumstances or contextual (contingent) factors exist.

Early studies try to separately test the direct relation between employees' performance and its influence on their voluntary turnover, but arriving at no consistent conclusions (Bluedorn, 1982; Mobley, 1982). Though the majority of later research results support the negative correlation of employees' performance and turnover, some scholars point out that evidences for supporting positive correlation, negative correlation or irrelevancy in such studies do not show the universality of such relations. In addition, the influence of employees' performance to their voluntary turnover may involve more complicated factors rather than simple positive or negative correlations (Jackofsky, 2005). It is necessary and effective for elucidating their general relation and effect mode based on relevant theories.

Allen and Griffeth (1999), concerning research on the influence of employees' performance level to their voluntary turnover, summarized into three categories. These were developed from classic organizational equilibrium theory (March, Simon, 1958), and media chain process theory on turnover (Mobley, 1977), then put forward a comparatively complete integrating research model for discussing the relation between employees' performance level and their withdraw tendency even voluntary turnover. This model consists of three analytical routes as shown as Figure 2.3.

Firstly, employee's performance character in organizations will influence their job satisfaction and organization commitment, further affecting their turnover behaviours

through interaction with affective reaction. As is shown in previous research, employees with high performance have the higher satisfaction, thus lowering their movement desirability and making the possibility of turnover less likely (Dreher, 1982; Lance, 1988).

```
┌─────────────────────────────┐
│ Contextual/ contingent reward│
└─────────────────────────────┘
                  ⟍                ┌──────────────────────┐
                    ⟍              │ Movement desirability │
                      ↘            └──────────────────────┘
┌──────────────────┐               ┌──────────────────────┐   ┌──────────┐   ┌──────────┐
│  Job-performance │ ───────────→  │  Shock to performance │ → │ Process  │ → │ Behavior │
└──────────────────┘               └──────────────────────┘   │of withdraw│   │of turnover│
                      ↗            ┌──────────────────────┐   └──────────┘   └──────────┘
                    ⟋              │  Apperceived mobility │
┌─────────────────────────┐       └──────────────────────┘
│ Performance visibility   │
└─────────────────────────┘
```
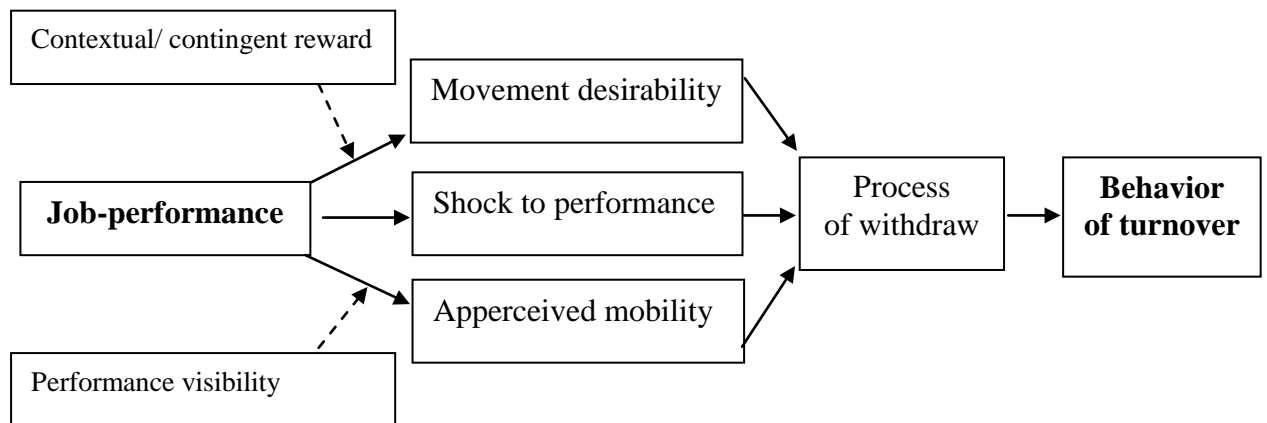
Figure 2.3

The Integrated Mediated Multi-routes Model

Adapted from Allen and Rodger Griffeth, (2003) p525-548

Podsakoff and Williams (1986) discovered in their study that the contingent rewards organizations gave to employees have a high positive adjusting effect on the relational route from performance to job satisfaction. Conversely, when employees have high performance fail to gain rewards responsive to their contributions, they will feel dissatisfied (movement desirability), and thus will lead to a high possibility to quit from organizations. Zenger (1992) also observed that the fairness of reward is of the same effect to those talents with very high performance characteristics. Allen (1999), in citing the literature review of Griffeth and Hom on previous studies also points out that, in fact, these factors influence every aspect of the job attitude (job satisfaction and organizational commitment) .

Secondly, employee's performance character will influence their turnover behaviours through movement in the labour market (definitive variable of apperceived mobility easiness). The reason is that those with high performance will attract potential employers in the labour market more effectively, so that they may perceive more employment opportunities (Jackofsky, 1984; Hulin, 1985).

In this type of theoretical hypothesis, what is important is to manipulate the "connotation" and "operable/ maneuverability" of mobility ease. To that, Griffeth and Steel (1992) provide comparatively full analytical "connotation" dimensions, including the quantity and quality of employment opportunities, and flexibility of career transition, individuals' mobility and social relations.

Trevor (1998), from the perspective of human resource, links individuals' educational level and cognitive ability to occupational feature and related unemployment levels into the connotation of individuals' actual mobility ease. Thus, the above researchers opened more opportunities in studies on the influence of individual's performance to the mobility ease apperceived.

Meanwhile, on the relational route from performance to mobility ease perceived by individuals, the visibility of individual performance, namely, the performance feature observable to the outside, is seen as the most important adjusting variable. However, Trevor (1997) only operates such visibility as employees' promotion in "operable/ maneuverability" view, hence, some researchers believe that the operation connotation of visibility should be expanded. For instance, some professionals can obtain their individual performance visibility through attending various associations, conferences, namely the degree of individuals' social network. It should be a domain requiring further research.

And the third is about the performance level of employees in organizations influencing their turnover behaviour in more direct ways (Mobley et al., 1979; Lee, Mitchell, 1999). In empirical researches, scholars discovered that, in many circumstances, quitting directly in the process without causative mediated mechanisms in the aforesaid two analyzing routes, for instance, dissatisfied to job and job search. Lee (1999) and Mitchell (2003) explained that many turnover phenomena are absent in the traditional models. On the other hand, it may be greater than in actuality that using "match for the scrip" to replace assumptions which assumpte employees may completely rationally judge the turnover anticipation in traditional model. Wherein, contents of the "match" may refer to ideas and plans, which are unrelated to the traditional mediator variables. Once these ideas and plans appear at suitable circumstances, for instance, opportunities of further education, career transition, move of residential place, child-bearing, invitation of other organization by offering more temptation, and failure in personal performance, will result in "shock to the system", leading to withdraw tendency and turnover behaviour rapidly.

In particular, those "shocks" related to individuals' organizational performance, for example, the suddenly negative performance appraisal (leading to a sense of failure) or outstanding positive performance feedback which likely leads to immediate re-evaluation on the possibility to remain in the original organization, or strong attraction to other organizations by offering more temptation, are more likely to cause withdraw tendency and turnover behaviour directly (Allen, Rodger and Griffeth,1999).

The advantages of the aforesaid integrative multi-routes analytical model on employees' job performance and turnover may lie in, Firstly, identifying and analyzing the simultaneous effect of the determining factors contained in the movement desirability and apperceived mobility between employees' performance and turnover. Secondly, the

effects of a more comprehensive research model with integration of classic media chain, multi-routes theory, and the newly developed idea of "shock to the system". Thirdly is to facilitate the practice of organizational behaviours with a multi-routes platform to improve effect mechanism on employees' organizational performance to withdraw tendency even turnover.

Requena (2003) and Watson (2002) believed that organizational performance characteristics based on organizational social capital coupling is obviously found on effective organizational behaviours made by individual employees which is an important part for appraising employees' performance, hence a greater implication of job coupling, which is consistent with the connotation of organizational social capital. Job coupling is the socialized factors of cognitive scenes in which employees interact with organizational network, to achieve job satisfaction and organization commitment. Therefore, job coupling is a decisive factor to the formation of job attitude model. It reveals in contrast to traditional attitude models, a multi-routes job coupling model may provide more fresh advantages for interpreting the actual turnover behaviours, and be of practical significance for expanding the field of organizational behaviour management.

2.3.4 Introduction of Social capital theory

Along with the introduction of social capital (organizational network) theory into organizational management, its basic function of realizing organizational performance has been extensively studied (Cohen and Prusak, 2001), which are reflected in the following aspects:

- Promoting knowledge sharing through establishing trust relation, common cognitive reference system and common targets;

- High-level trust relation leading to reduced deal cost between members inside organizations and across organizations;

- Improving employees' satisfaction and organizational commitment to reduce employees' moving rate, turnover cost, recruiting and training fees, to avoid interruption caused by regular personnel changes, and to retain valuable organizational knowledge;

- Promoting the consistency of organizational actions.

Nahapiet and Ghoshal (1998) on the basis of defining the organizational social capital coupled by individuals, put forward the analytical mode of three dimensions for studying organizational social capital. Structural-Dimension, namely, the associated integral mode formed between actors, which means whether the network relation exists or not, tightness of relation, and network structure. Relational-Dimension, which is embodied by the capital obtained through relation, including trust and reliability, norm and penalty, obligation and anticipation, and cognizable identities; and Cognitive-Dimension, namely, expression and interpretation provided for common understanding between different subjects, such as language, symbol, and cultural habits.

This model brought the analysis foundation for management experience from coupling view. From research on organizational employees' retention by the perspective

combining organizational social capital coupling, job satisfaction and organizational commitment, there are two representative empirical models.

Lowe and Schellenberg (2003), in the empirical research on the function of organizational social capital in Canada, discovered that employees' working and living quality, job satisfaction and achievements are more subject to the influence of trust, social relations in organizations and commitment. Meanwhile take positive feedback to organizational social capital elements as shown as Figure 2.4. They arrive at the conclusion that the improvement of job satisfaction and working and living quality perceived by employees depend more on the layer of relation, trust, and commitment obtained from organizational environment rather than individuals and workers' features. Requena (2003) validated the conclusion of this model in the verification research on large sample, labourers above 16 years of age, across the entire Spain.
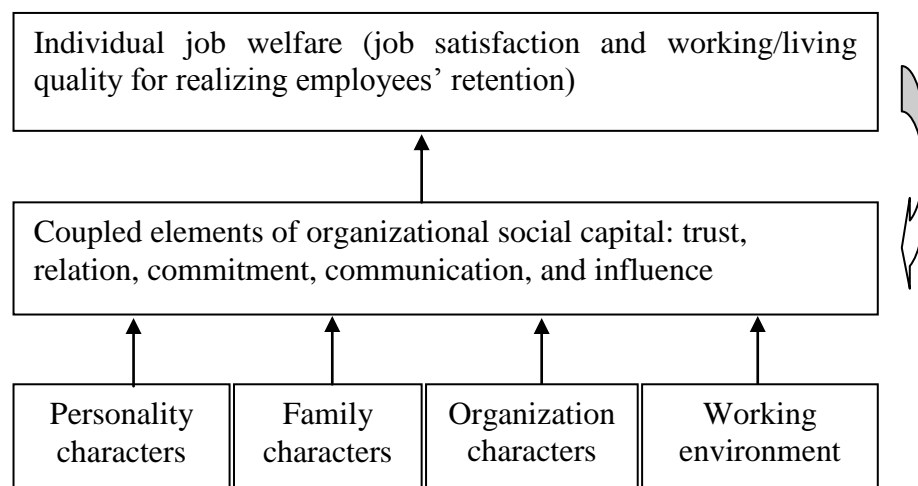
Figure 2.4

Retention Model Based on Organizational Social Capital, Working Environment, and Satisfaction of Employees to Working and Living Quality

Adapted from Lowe and Schellenberg, (2003) p331-360

One is the relation model of organizational social capital coupling and job satisfaction. The other is relation model of organizational social capital coupling and organizational commitment. Watson et al., (2002), based on their investigation on organizational commitment – a major mediator variable in the traditional attitude model on employees' retention/turnover, believe that the 17 relevant precursor variables, 9 adjusting variables, 15 relevant variables, and 8 subsequent variables now involved in organizational commitment all belong to the results attained in the organizational social capital, but these former schools ignored the most crucial one, the employees' socialized process in organizations.

In order to construct the socialized variable in the process, Watson (2000) adopted the three basic dimensions on organizational social capital put forward by Nahapiet and Ghoshal (1998) as the frame for model investigation, wherein the structural dimension is omitted as given organizational structure. They found that significant relevant results and concluded that dimensions play a significant interacting role to the formation of organizational commitment and organizational trust, communication efficiency, and shared normative framework in the model, reflect the level of organizational performance feature, as shown in Figure 2.5 for their relational model.
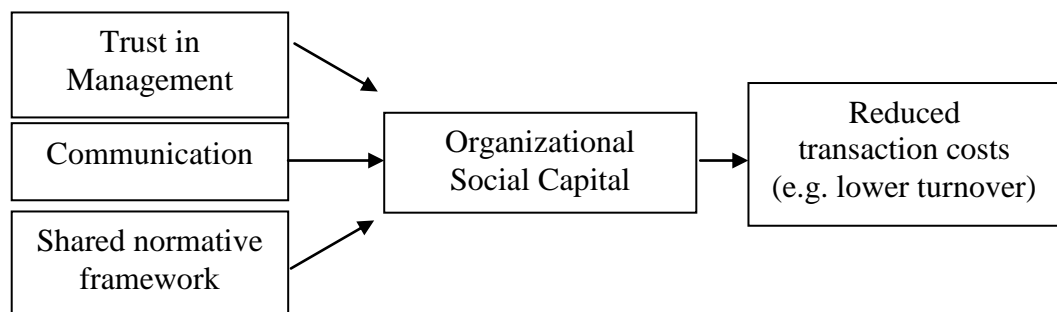
Figure 2.5

Conceptual Model of SC and its Influences on Organizational Outcomes

Source: Watson, George, and Steven Papamarcos (2002) P542

Inspirations got from the above two models: firstly, the organizational performance feature based on organizational social capital coupling is obviously built on the effectiveness of organizational behaviours made by individual employees. It is an important part for appraising the key talents' performance feature. Secondly, the more implication of Job coupling which is consistent with the connotation of organizational social capital, is the socialized factors of cognitive scenes in which employees interact with organizational network, further to achieve job satisfaction and organizational commitment. Therefore, job coupling is a decisive factor to the formation of the job attitude model.

2.3.5 Performance perspective on Talent turnover

In the research model on the performance-turnover relation of organizational employees, employees' performance, usually, referring to their performance of organizational behaviours, is taken as both a relative distal independent variable and a key domain requiring specification and operationalization. As for the connotation of performance, definitions may be given from many aspects, standard regulation can also be adopted, for example, individual, group and organization. In general, it refers to "the comprehensive appraisal on the degree to which an individual fulfill the organizational target and anticipation" (Allen, Rodger and Griffeth 1999).

Some scholars believe that, from the perspective of operationalization, employees' organizational behaviour performance should be a multi-dimensional analytical construct (Scotter, 2000). In former literatures, the most popular construct of employees' organizational behaviour performance is composed of the "task performance" and "contextual performance" defined by Borman and Motowidlo (1993).

The "task performance" refers to the products and services needed, through organizations' key technological process, use skills and knowledge to generate by employees' hard working, or behaviours and results they perform or accomplish at the time of realizing special tasks for supporting these functions; the "contextual performance" means these behaviours and results employees perform or accomplish when they voluntarily help those colleagues who lag behind, maintain sound working relationship, pay additional efforts to complete tasks on time. It can be observed from empirical research (Scotter, 2000) that this kind of distinction relatively reflect the most general commonality of employees' organizational behaviour performance and the functional discrimination validity of the two types of performance to define organizational performance from the two dimensions task and context.

Along with the development of the current knowledge society, the construction of sustaining competitive advantage in organizations is increasingly dependent on the knowledge-intensive economy dominated by talent capital, that is, the effective utilization of intangible capital which the new value sources created in organizations, and this makes basic social capital (organizational social network) with attributes of knowledge economy emerge as a rising organizational management domain in the process of development of human resources and creation of knowledge (Puente, Eva, Torrella and Roger. 2003).

Under the reform background of modern organizations' existence mode, the evaluation of the employees' organizational performance must cross the organization "boundary", and stress the networking social relations formed in organizational intellectual capital. This causes the employees to create organizational values, and in this way, a fuller and more intensive understanding can be achieved on the knowledge-oriented, specialization and networking strategy-oriented development tendency of employees' organizational behaviour performance (Dess, Gregory and Jason, 2001).

From the positions of key organizational employees with network advantages, or employees with high organizational performance defined in Chapter 1 of the paper, the appearance of these employees' turnover will cause serious consequence to organizational performance. Dess (2001), targeting at the limitation and deficiency of previous atomized-individualism research on the turnover of employees with high performance, put forward the organizational performance measuring indications based on high performance employees' turnover from the perspective of organizational social capital network coupling.

Such indications can be summarized into the following seven aspects: Firstly, from the perspective of the basic linkage function of social capital to organizational network

system, social capital belongs to organizational resource with public characteristic, and it is/ should establish relationship and transformation mechanism among valuable "implicit knowledge" contained in individuals, and reduce the effect of "structural vacancy" (blank point in network links between heterogeneous resources, due to the lack of linkages) in organizational networks (Burt, 1992), for ensuring that organizations may effectively combine and utilize knowledge-dominated resources to innovate and improve the collabourative value. The drain of key employees will, no doubt, damage this type of links and lead to hindrance in the transformation mechanism, thus devaluate or lose the collabourative force of organizations.

Secondly, from the view of the efficiency of social capital in promoting the transformation of organizational information resource, individuals develop exchangeable memories (a phenomenon of shared memory encoded and storing information in the social system) in the process of establishing groups with long-term relation (Wegner, 1987); individuals cultivate external memory and information tools through the interactive habits developed with other members, building them into larger systems (Wegner, Erber and Raymond, 1991). The process reduces the cognitive burden of members and provides organizations with a large pool of information resources across different fields. Since this type of exchangeable memory is built on relative knowledge links with others, the turnover of key employees/ talents will quickly destroy organizations' advantages in exchangeable memory.

Third one, from the angle of the identifying and creating functions of social capital to key organizational competitive advantage, human capital is hardly imitable for their intrinsic specialization, rarity and implicitness of knowledge, and thus organizational culture, process, and structure etc are of crucial importance to integrate individual knowledge and ability.

Prahalad and Hamel (1990) also indicate clearly the ideas of "informal network and common norm" and "relationship/ linkage" in forming the source of key competitive advantage, and believe "the source of competitive advantage is discovered in the process, that the management group integrates technologies and production sills in the enterprises into the special source/ ability that endow enterprises with opportunities to quickly adapt to changes". However, the turnover of key employees may not only make this type of identification and creation processes lose effectiveness, but may also externalize organizational unique resources.

The fourth, from the perspective of trust relation of social capital to the establishment of organizational network, the trust in exchange relations is of critical importance in organizations where combined resource value takes an outstanding position. When the talents who have successfully created social capital through maintaining and expanding the whole network relation, leave their organizations, the organizations will suffer great losses, which are disproportionate to the direct investments in individual human capital.

Leana and Van Buren (1999) distinguish the relation of trust into "fragile trust" and "resilient trusts": the fragile trust is built upon reciprocal tactics and the possibility of instant payment, and as it belongs to the operational layer, it will be difficult to build with the lack of balance between income and cost. Thus fragile trust usually is formed under formal agreements; the resilient trusts refer to more fundamental and sustainable reciprocal principles and the actually created "various anticipations which combine employees and organizations together", and it is a core element of social capital in organizations and an important factor which determines employees' voluntary turnover or not. Talents may turn the original organizational trust relations into "fragile".

Fifth, from the perspective of the organizational output features generated by social capital, the interpretation of voluntary turnover-performance relation, which is based on

cost and classical human resource theory is a type of "gathered" concept – namely, the organizational cost induced by turnover may be calculated through the total replacement cost (or skill investment) then multiply the quantity of turnover employees.

However, social capital is created through the "leverage" resources- such as talents, it may produce for organizations performance values at the "exponential value" level: If one individual shares knowledge with others, others will benefit from related information leading to linear growth; and if those people continue to share knowledge with more people and give feedback, such knowledge will be expanded and perfected in a multiplying way, and in this way, the original information sender may increase more "exponential value". To organizations, what this type of knowledge accumulates and creates is the total increased values at the "exponential" class (Quinn etc 1996). Contrarily, the talent turnover may, in a like manner, result in value encroachment in the "exponential" class.

Sixth, from the perspective of the function of social capital for organizations to attract and retain valuable employees, the development of social relations in an organization is favorable to "link" key employees and organizations together: what is extensively accepted is that the loyalty of knowledge workers to team members and jobs is higher than to organizations (Capelli, 2000). Feldman (2000) notices that the loyalty of professionals/ talents to their working teams is far higher than the commitment from an "intangible, distant, and sometimes threatening enterprise entity", and this type of loyalty has to do with the relational links (associability), thus becoming the main supporting needs for employees' effective behaviours. At the same time, the level of social capital in an organization will also strongly influence the voluntary withdraw tendency of employees: talents tend to be more loyal to their job teams rather than the organizations that employ them.

As a result, though they have low loyalty to their organizations, those personnel having strong inter-relationships with colleagues are less likely to terminate their employment relations (Brass, 1995). Peteraf (1983) uses a scientist who won the Nobel Prize as an example to show that as a resource network with healthy mobility system, the individual, taking advantages of special linkage and collabourative relations in an enterprise, works closely with talented administrative supervisors or colleagues, developed social capital, therefore, his or her willing to retain this type of employment relation is more stronger than the desire to turn to other organizations.

However, the last one just likes "double edges", from the negative influence possibly because in the accumulation of social capital in organizations, the first thing is the potential cost may be very high for organizations to accumulate social capital. Leana and Van Buren (1999) show us that individuals are socialized through coupling in working groups, organizational norms, values and behaviour mode, and their opportunity cost may be evaluated based on the financial resource and management input needed in the process, therefore too high a cost will cause corrosion to enterprises' profitability. What is more important, if the accepted behaviour and faith systems are strong enough, the individual will be "solidified", innovation will be "blocked", since implicit social pressure will make individuals tend to be conservative (Li and Zheng, 2007).

In addition, "deep-seated thinking tendency" restricts the ability of enterprises to let them react stolidly to opportunities and threats in new environments, and this will lead to recruiting, rewarding, and promoting only personnel with similar thoughts, further solidifying the inertia of organizations and damaging the innovation process.

As is pointed out by Nahapiet and Ghoshal (1998), "organizations with over high social capital may become rigidified due to the relative diversified concepts and information

channels, and the homogenization of concepts and insulation of organizational network thus caused will easily result in damage to the effectiveness of the decision-making process. Therefore, it is also necessary to keep the rational mobility of employees and dynamic development of network resources for the construction of organizational social capital, but if talents with creative consciousness are elbowed out or voluntary turnover, the above unfavorable tendency will be intensified.

The seven measuring features for organizational talent with high performance characteristics are abstracted from key employees from knowledge-oriented organizations. But in fact, intellectual capital now is increasingly dominating various organizations, therefore, such a situation endows speciality of performance features with universality. It will be conclude in Chapter 4 as KDS.

2.4 Comparison Job Coupling Variables with Traditional Attitude

In order to elucidate the new information and theoretical features contrasting with the variables of traditional attitude, it is necessary to distinguish job coupling, special constructs and measures distinguish as follows.

2.4.1 Definition of Job coupling constructs

The model's researchers believe that "coupling" is a term, which is usually used in sociological literature for interpreting social relation process influencing and restricting economic activities (Granovetter and Mark,1985), and as a social network concept of the restrictive mechanism, the term is of identical meaning to "connection" (like agglutinate or binding) in models adopting coupling.

The Oxford English Dictionary, "Embeddedness" is annotated as "inserted as an integral part of a surrounding whole" or "enclosed firmly in a surrounding mass". Such as "confused by the embedded Latin quotations" or "found pebbles embedded in the silt", means something "stuck" into mass. However, "coupling" is "a mechanical device that serves to connect the ends of adjacent objects" or "a connection between two things so they may together by it", describe accurately the relationship or connection between objectives. Therefore, this study will use "Coupling" instead of "Embeddedness".

However, sociologists use it to cover a wider range than managing model researchers do in terms of analyzing unit and depending variables; what is focused in sociological research is individual, group, and organization as well as extensive economic actions, but managing model researchers stress on a rather narrow field of organizational employees' retention.

2.4.2 Comparison with Organization commitment and Job satisfaction

The element analyses on major turnover variables made by Hom and Griffeth (1995, 2000) showed that job satisfaction and organizational commitment are uppermost variables in turnover analysis research, and though "job involvement" ranks the third, it is of weak connectivity to turnover, so job satisfaction and organizational commitment form the key structure variables of job attitude turnover model. Just as Allen (2001) mentioned, Job satisfaction has the significant effect to the variable of withdraw tendency, however, how about the relationship between Organizational commitment? Let us take a critical review of Organizational Commitment:

Some scholars responded frequently extensive amount of empirical research to establish the relationship between commitment and organizational effectiveness for employers rising concerns about their desire to have a committed workforce to enhance their organizational performance. In the process, research on organizational commitment (OC) has since taken four different periods but overlapping routes from 1960 till now.

The concept of commitment in the workplace is still one of the most challenging and researched concepts in the fields of management, organizational behaviour, and HRM (Cohen, 2003; Cooper-Hakim and Viswesvaran, 2005; Morrow, 1993). A great deal of research has been devoted to studying the antecedents and outcomes of commitment in the work setting. The conceptual and operational development of organizational commitment has affected the conceptualization and measurement of other commitment forms such as commitment to the occupation, the job, the workgroup, the union, and the work itself (Cohen, 2003; Gordon, Philpot and Spiller, 1980; Morrow, 1993).

As the employees' attitude to organization, organizational commitment does treat as the core predictors of turnover behaviour, withdraw tendency and organizational citizen

behaviour (Mathieu and Zajac, 1990; Morrow, 1993; Sinclair and Wright 2005). For OC evolution, has developed over 50 years from Becker (1960) one-side-bet theory, Porter (1974) affective dependence theory, O'Reilly (1986)、Meyer and Allen (1984, 1990) multi-dimension period till today's Cohen (2007) two-dimension and Somers (2009) combined theory, each of which had a strong impact on the current state of OC.

Research on organizational commitment spans over four decades and remains an area of interest to both researchers and practitioners. Commitment was initially defined and studied as one-dimensional construct tied either to one's emotional attachment to an organization (Porter, 1974) or to the costs associated with exit (Becker, 1960). As work in this area progressed, these views of commitment converged and a new, multidimensional dimensional framework was adopted based on three distinct but related forms of commitment: affective, continuance and normative (Allen,1990). The affective dimension of commitment refers to an emotional attachment to and involvement with an organization while continuance commitment denotes the perceived costs of leaving an organization (Meyer and Allen, 1991). Normative commitment is a newer addition to the commitment typology and is viewed as felt responsibility to support and remain a member of an organization (Allen and Meyer, 1990).

Then, later scholars, based on commitment theory and research, Meyer and Herscovitch (2001) suggest limiting outcome variables to two main classes: focal and discretionary. Focal variables include those associated with withdraw from the organization while discretionary variables are extra-role activities that benefit the organization such as citizenship behaviour. Cohen (2007) takes a two-dimensional model approach in order to avoid an overlap with predictive intentions and outcome variable of behaviour. Therefore overcame the unclear understanding between affective commitment and normative commitment, and defined normative commitment as propensity to predict

former one. His theory here emphasizes affective commitment as the highest order form of commitment comparing the basic instrumental one. Somers (2009) suggest research in commitment should focus on the combined influence of commitment on work outcomes. The evolution of organizational commitment is as shown at Table 2.4.

Comparing Organizational Commitment (OC) and Job coupling (JC): In previous literatures, OC was defined by Allen and Meyer (2000) into the three-dimensional model, namely, Affective, Continuance, and Normative Commitments, which has turned it into the most popular and extensive attitude construct. Therefore, this study can compare OC cto describe the difference of JC. Scholars of JC model believe: firstly, OC connotation is restricted to issues inside organizations and even less than half meaning of JC is covered. Secondly, with the three dimensions of OC, two fields – affective and normative commitments are totally different from JC in terms of construct.

What affective commitment reflects is individuals' love of jobs and affective attachment to organizations, in other words, people's retention since they feel affectively attached to the organizations; but some job factors in the construct of JC, like fitness, may reflect some positive affection to jobs but reflect more non-affective judgment, namely people remain in their organizations as they find or create "niches" (usually referring to market vacancies/ blank or space, which may bring benefits and have not been identified or occupied by others) which fit their needs and abilities. Cable and Parsons (1999) propose that person-organization fitness characterizes as a cognitive (rational) belief rather than affective reaction, therefore coupling construct is different from the construct of organizational commitment driven by affection, which are put forward by Allen and Meyer (2001).

Table 2.4

Evaluation of Organizational Commitment

Period	Scholar	Conception frame	Main ideas	Instruments	Limitations	Annotate
Side- bet theory	Howard Becker (1960)	Contractual relation	OC lead to WT	RTS, HAS	unsatisfied of content and *division* validity	Defined by Allen as "Continuous C"
Affective dependence	Porter (1974)	Affective dependence	OC lead to WT	OCQ	acceptable reliability; unsatisfied *division/discriminant* validity	Defined by Allen as "Affective C"
	Porter (1979); Mowday, Steers (1979)	3 related factors: strong acceptance; participation and loyalty				
Multi- dimension period	O'Reilly & Chatman (1986)	Compliance, Internalization, and Identification C; **Contribution:** instrument (lower dependence) and affective dependence (deeper); **Outcomes:** not only WT, but also in performance, job stress, absenteeism/lateness and OCB.			unclearly in its mechanism, so few of follower, intended by Allen's theory	
	Meyer & Allen (1984)	Continuous Commitment and Affective Commitment	CCS and ACS		**CCS,** better content and division validity, but index point is unstable from 0.58- 0.82; **ACS and NCS** are highly correlative/interrelated (0.75-0.85, KO 1997)	CC-need; AC-want; NC-should
	Meyer & Allen (1984)	Normative Commitment	NCS			
New development	McGee & Ford (1987); Blau & Gary (2001); Swailes (2002)-- 4 dimensions framework of Commitment. Ling, Zhang, Fang (2001)-- 5 dimension.					
	Cohen (2007)	**Two dimensional**: Time be parted into before (propensity) and after (commitment attitudes) one's entry into the org; Commitment be parted into Instrumental C and Affective C			Proposed model need to be validated	
	Somers (2009)	**Combined** influence mechanism theory;8 commitment profiles: Highly Committed, AC dominant, CC dominant, NC dominant, AC-CC, AC-NC, CC-NC dominant and Un-commitment.				

In addition, the analytic dimensions of Normative Commitment in the model of Allen and Meyer come from responsibility, and people stay in their organizations because they believe so. Though some elements in the organizational links of JC may increase this type of responsibility (such as to colleagues), other link constructs measured in JC, such as the total number of job-involved teams and committees that individuals participate in, are not under the coverage of commitment construct.

Comparatively speaking, the analytic dimension of Continuance Commitment and the Job-Sacrifice dimension of JC have similar construct connotations. Allen and Meyer (2000), based on the concept of "side bets" (accumulative bet exceeding common stake) of Becker (1960), define the continuance commitment as "the scale or quantity of input (or 'side bet') made by individuals and perceived lack of selectable jobs", and this type of "side bets" include working effort, friendship, development of special skills, and political deal, etc (Jaros et al., 2001). Though the items covered in the continuance commitment measurement of Allen and Meyer are generally similar to those adopted in JC organization-sacrifice (for example, "even I' would like to do so, it is hard for me to make the decision to leave my organization").

However, there are two main aspects in the item of organization-sacrifice of JC different from continuance commitment: first, JC does not appraise any selectable job item and JC researchers believe that such items should be taken as independent constructs to be measured separately; second, that are appraised in JC are special benefits what people will give up once they choose to quit, for example, freedom, retiring benefit, organizational material benefits, compensation, health insurance, and promotion opportunities, etc, rather than common measuring items. Therefore, what is measured in JC is more concrete, including elements not as generalized as side bets.

In comparison with literatures about the construct and measurement of job satisfaction (JS), JC researchers believe that the differences lie in: first, the core of JS is the job, but not off- job factors; secondly most measuring indicators include many dimensions, for instance, job description index, Minnesota Satisfaction Questionnaire, and 9 dimension job satisfaction measuring indicator developed by Spector et al., 1997, and these dimensions include features related to individuals' job environment, supervision, colleague, and salary; but the Organization sacrifice dimension in JC construct is focused on the contents people will "give up" once they choose to quit, but excluding affective reactions of people to the job per se, supervision or colleagues. However, contents measured in the Organization-Sacrifice dimension of JC include items related to salary and welfare (like health insurance and retirement pension), therefore, on the analytic dimension, JC has construct similarities to the dimension of pay satisfaction.

The Pay Satisfaction Questionnaire (PSQ) of Heneman and Schwab (1985) is the most widely used tool in research on pay. Though including satisfaction to pay and welfare, PSQ also contains items related to organizational salary increase, pay structure or distribution, and salary management process. Therefore, the constructs and items covered by PSQ are not those constructs included in the part of Job coupling.

In general, Job Coupling researchers believe that Organizational Commitment and Job Satisfaction have some similarities to Job Coupling, but their differences are more conspicuous. Organizational Commitment and Job Satisfaction, in terms of content, are affective; though their analyzing sub-dimensions contain some meanings similar to Job sacrifice, Job coupling is still significantly different from that well-known job attitude.

2.4.3 Comparison with other constructs related Job coupling

2.4.3.1 Comparison with constructs of Quitting cost and Job investment

This type of constructs and Job-Sacrifice overlap to some extent. Quitting-Cost is part of the early model of Mobley (1977), for reflecting the Apperceived-Mobility referred by March and Simon (1958). The model of Mobley includes quitting cost, seniority, and given benefit loss, etc., and combining with the expected effectiveness in job searching. The research on quitting cost (Hom, Griffeth etc 1984) includes the measurement of three common items and job-searching cost. (Such as "I feel very comfortable to quit the job current") Similar to the concept of continuance commitment, quitting cost is comprehensive, including job-searching cost, but the appraisal of Organization-Sacrifice dimension does not include job-searching content.

The idea of Job-investment originates in the research of Farrell and Rusbult (1981). They put forward a commitment model to forecast turnover and use job investment as one of the four major commitment factors (the other three are job pay, job cost, and quality of available job opportunities). Job investment includes contents namely the job per se, for example, length of service, non-transferable training, and non-predetermined retiring welfare plan, etc, and external sources related to the job, for example, job-related friends, house arrangement, and external earnings, etc.

They use 20 items to measure their special contribution to the degree of commitment, but the measuring indicator used experientially only has 3 integrated items (generally speaking, how much investment is put in the job? In general, how many losses in

connection with job will you suffer if you quit: activity/ event/ people/ material etc.? Compared with others, how much have you put in the job?).

This thought of turnover loss is very similar to the dimension of Organization-Sacrifice construct in JC, and has many special items, for instance, ownership of residence, spouse's employment, and community linkage, reflecting the analytic dimensions of community-sacrifice and community-linkage in JC. However, element contained in job investment according to the above three items are not covered in organization-sacrifice, nor in the comparative reaction which may cause fair judgment, example as the third question comparing one's investment in the job with others.

In brief, measuring indicators adopted in Job-Investment are more general but what are measured in Organization-Sacrifice are special elements to "give up" in case of turnover. In addition, the analyzing mode of job investment takes the relation between Job-Input and Turnover as a mediator by means of Commitment, but Job coupling itself is a mediator variable which is of the same position as the key mediator variable in the job attitude model (not only a kind of relationship but also a mediator position).

2.4.3.2 Comparison with the Fitness concept

The mainstream schools mainly have two layers of fitness concepts, which partly overlap the analytic dimension of organization-fitness, namely, person-organization fit (P-E fit) developed in the research of person-organization fit (P-O fit) and person-job fit (P-J fit) by Schneider (1987), Chatman (1989), Kristof (1996), Saks & Ashforth (1997) and Werbel & Gilliland (1999).

In general, these constructs refer to a type of compatibility concept, including the "congruence and consistence between individual features, beliefs and values and organizational cultural strategic requirement, norm and values" (Netemeyer, 1997) at the layer of person-organization, and the congruence between individual (knowledge, skills and ability, KSA) and the job at the layer of person-job fit. Measuring items are mainly embodied in "the degree of similarity between organizational values and personal values" (Saks, Ashforth, 1997).

The analytic dimension of organization-fitness in Job-coupling integrates thoughts from these literatures, stressing more on the compatibility perceived to their colleagues, groups, job, units, and organizations. In addition, the bases for analyzing the construct of fitness in previous literatures are omnibus (Kristof, 1996). For instance, mixing personality, values, needs, and targets, but what is measured in JC is the general fitness, without the need to highlight some items of fitness. The concept of fitness in JC is more inclusive involving community-fitness.

Another important construct which is comparable to the Organization-Fitness construct in JC is Organizational Identity (Whetten and Godfrey, 1998). Up to now, however, no acceptable agreement has been arrived at concerning the use of both macro (organizational) indexes and micro (personal) indexes in the construct (Albert, 1998).

At the individual layer, organizational identity comes from features of social "superiority complex", referring to "apperceived organizational uniqueness and special experiences of organizational success and failure" (Mael and Ashforth, 1992), in other words, "individuals define themselves based on their organizations". Some items adopted by Mael and Ashforth (1992) are those, for example "when there are people criticizing one's organization, the employee thinks it as personal insult" or "the success of organization is my own success".

Job Coupling researchers believe that organizational identity is totally different from organization-fit and the former involves more extensive and intensive thoughts than organization-fit. For example, Ashforth believes that organizational identity includes the complete integration of individuals and organization. Gioia (1998) believes that organizational identity is "the base for concept of human nature, but the appraisal on fitness refers to the degree consistent to some special analytic dimensions.

2.4.3.3 Comparison with some constructs related to the Linkage dimension

The measurement of some attitude constructs is similar to the organization-linkage of JC. For instance, Reichers (1985) defines Continuance- Commitment as "the process of identifying with the diversified targets of organization", in questionnaire raises questions concerning the construct such as "how are your feeling attached to the following persons or groups (senior managers, head, job-group or team)". JC researchers believe that, in the construction of JC, the stress of organization-linkage is only focused on the dependence. Therefore, what is measured in JC is the time duration in the organization, including quantity of colleagues, teams, and associated committees connected, rather than appraisal on the attachment to somebody or identity of different group targets. Thus organization-linkage should be separate constructs.

There are some constructs, such as kin-responsibility and its measurement, which are similar to community-link in JC. Price and Mueller (1981) propose that kin-responsibility will restrict the ease of job mobility of individuals. They take this type of variables as reflection of "responsibility to relatives in community" (Blegen et al., 1988). Some other studies also point out the importance of family-entanglement (Shaffer, Harrison, 1998) caused by change of working place (Miller, 1976), and job overseas arrangement (individuals belong to organizations). JC researchers believe that, though the idea of kin-responsibility is similar to the analytic dimension of community-linkage in JC, what are measured in the linkage constructs of JC are more extensive: besides kinship, such as building property right, close friends in the residential place, and links with the community which will be included to the key of JC linkage.

Finally, there are some constructs, such as affective domination norm- subjective norm, which have some similarities to the measurement of the analytic dimension of community-linkage in JC. As is defined by Fishbein (1967), Ajzen and Fishbein (1977),

individual behaviours subject to the influence of the degree "others" indicate that you should devote the type of behaviours and motives corresponding to these anticipations. Some researchers adopt these concepts to forecast turnover, using items such as "most people I care about suggest that I leave my current job" (Newman, 1974), and in most cases, those under investigation give answers related to various groups (like friend, family and employer).

However, the construct of community- linkage, besides including owned house or community organization, also covers other links. The construct of community-link, in terms of scope, only refers to off- job links, but affective domination norm does not distinguish between on- job and off- job personnel. In addition, the construct of community-link only appraises links (my network or involvement) rather than the family or friends asking someone to quit, since people usually feel the restriction of interpersonal relation, relationship, and indifference to other's feeling.

In conclusion, researchers of JC model believe that there are obviously some ideas in the previous literatures similar to the Job coupling construct, but there are significant differences. Job coupling is more inclusive than other constructs in previous literatures. Job coupling covers appraisal on on-job and off-job factors which are not contained in other measuring indicators. In addition, its element-analytic dimensions contain less affective attribution than most constructs in literatures which dominate this research field. Linkage is obviously not affective, and fitness and sacrifice are indirectly affective conceptions. Generally speaking, at the layer of construct, Job coupling occupies a unique position in literatures on turnover research, providing more new information for interpreting the causes of employees' voluntary turnover (Spencer, 1981; Requena, 2003).

2.5 Proposed Integrative Model

Compared with the western research on organizational employees' turnover in the last half century, scholars in mainland China began to make introductive presentation on overseas representative turnover models (traditional job attitude model) (Xie, 2003; Zhang M and Zhang, 2006). At the beginning of this century, Zhang (2004), introduced the overseas representative attitude turnover model (Price-Mueller Model) since 1980s, and conducted adaptive modification through empirical research on IT industry with relatively high turnover rate. Meanwhile, there were also some empirical research on job satisfaction or organizational commitment and employees' turnover tendency (Zhang, 1998; Chen, 2000; Zhao and Liu, 2006). Wang (2001), from the perspective of incentive theory, put forward a relatively systemic construct model on the retention or turnover of employees in hi-tech enterprises by combining the attitude turnover model, but their model is mainly in the academic level, lacking experiential verification. And in the model, the incentive variables (such as Herzberg's Two Factor Theory) are mainly taken as the direct factors for forecasting the employees' voluntary turnover.

In general, the research on turnover models in mainland China are at the primary stage of introduction, fusion, and localization (Zhang, 2003), and in most research, turnover tendency rather than turnover behaviour, is taken as the dependent variable. The background for this situation has to do with the cultural tradition of relation coupling in various organizations and the current stage of transitional development toward market economy in China.

From the perspective of western empirical research, the retention of talents in organizations based on "Job coupling" may be established and maintained through managing the dynamic external and internal organization relations between talent and others, institutions, and this, in fact, belongs to the formation and construction area of

organizational social capital for employees' retention, based on which through actively improving the transformation cost induced by talent's turnover, individuals' organizational behaviour performance may be activated, thus a target for effectively retaining talents in organizations may be achieved. Meanwhile, this is also favorable for extending the analytic perspective and management foundation concerning employees' retention which depends on the traditional model of improving job satisfaction and organizational commitment.

On the basis of retrieval on current literatures about turnover in China, research on factors influencing employees' retention from the perspective of organizational social capital are far from enough, and what are more needed empirical research on the employees' job performance – turnover relation. In addition, the social background for employees' turnover is taken only as one variable, and most of empirical research focus on IT industry as the sample then selects employees around 30 years of age (for the IT industry speciality, this sample group belongs to lower social coupling group) for constructing psychological factor model on employees' turnover, draws out general tactics for retaining employees.

According to the actual effective retention revealed in turnover model of Dalton et al., (1982), the significant retention factors discovered and abstracted only from empirical research based on traditional attitude turnover model are not necessarily functional retentive factors when they combine with the talents' organizational performance.

From the primary thought (Barnard, 1938) about the employees' retention/ turnover to the second stage: "decision o participate" model (March and Simaon, 1958), then the "Job-attitude model" group (Price Model, 1977; Mobley Model, 1979; Steers and Mowday Model, 1981) , till now, the new development of employees' retention/ turnover model era: The integrative model (Allen et al., 2001), the "coupling turnover

model" (Mitchell, Holtom and Lee et al., 2003), "two-routes retention model" (Lee et al.,2004; Zhang, 2005). The above development of research on organizational employees' retention/ turnover model have, no doubt, provided indispensable theoretical and practical bases for our future research, but the limitations of latent suppositions in models and research issues are obvious:

First one is the model of Mitchell-Lee (2003), both in terms of theoretical hypothesis and empirical research, shows that off- job coupling plays a role equivalent to that of job satisfaction and organizational commitment, and is even, under certain conditions, a more decisive mediator variable directly leading to employees' voluntary turnover. However, traditional attitude model ignores the position of this type of influencing factors, which has to do with its start point of thought which stresses on the analysis of psychological process based on job attitude.

Secondly, the integrative employees' job performance – the hypothesis of multi-route media chain research model on voluntary turnover – which is put forward by Allen and Griffeth (1999), is, no doubt, a pioneering model for discussing the relation between employees with high performance and their turnover from organizations.

Though partly prominent results has been obtained in the recent verification on employees' job performance – two-route model on voluntary turnover (only job satisfaction is taken into consideration for investigating mobility desirability, but not the shock route along performance), verification can't be conducted from employees' job performance to job satisfaction route owing to the lack of suitable mediator mechanism (such as the factor of organizational coupling scene); as a result, interpretation can only be given by relying on interactive effect between one single job pay adjusting variable and job satisfaction (Allen etc 2001).

If Job coupling and expansion possibility can be introduced as adjusting variables for organizational retention/ turnover factors, such points may be compensated, and meanwhile, this may improve the model's theoretical and practical values.

Thirdly, the majority literatures discuss the importance of key employees in organizations and most of them understand and characterize the organizational employees as either this attribute or that (namely, key or non-key) from the analytic perspective of atomized individuals, with only one-fold defining dimension. For instance, the typical 2-8 distribution theory: namely, 20% employees who create 80% values for their organization is key organizational employees (Luo, Yang, 2003), ignoring the organizational social relation formed by the organizational capital which plays a decisive role for employees to create organizational values, and lacking operable definition and measuring mode, and thus it can hardly, at theoretical or operable levels investigate thoroughly the retention and development strategy policy of key employees (Dess, Gregory and Jason, 2001; Liao and Zeng, 2005).

The fourth is from the view of the expanding application of Job coupling model in organizational management, research on the development of employees' coupling in organizations and "on de-coupling mechanism" is far from enough. and the relational model of employees' organizational performance-withdraw tendency from organizations, which is constructed from multi-routes dimensional organizational performance of key employees, with Job coupling as the mediator variable, may effectively solve such problems both in terms of theory and empirical demonstration.

Fifth, as for the retention of organizational key employees, there is lack of an analytical model on functional retentive strategies which are assured in connection with the retention cost in organizations, from the perspective of interaction between employees and organizations promoted on the basis of organizational performance, and such a

model may further contribute to selecting optimized retention tactics. The employees'
turnover mode of Dalton et al., (1982) based on organizational performance is of
significance in solving the problem. These problems, no doubt, provide more areas for
the coming extension research on the retention factors/ models of employees even
high-performance talents based on the dynamic relation of employees' organizational
performance and Job coupling.
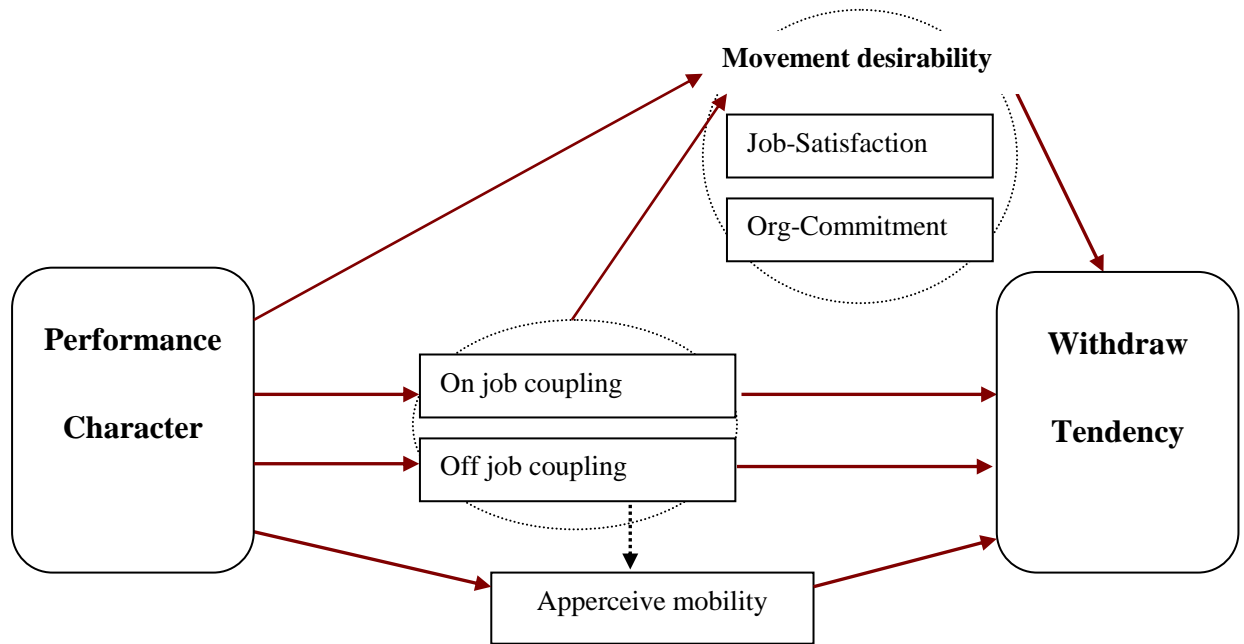
Figure 2.6

Proposed Performance-Withdraw Tendency Model

Sixth, for the "Shock to performance", shock is sufficiently jarring so that it cannot be
ignored. But, in this model it was ignored. Talents' interpretation of a shock depends on
the social and cognitive context. Shocks can be personal events that are external to the
job or events that are job or organizational in nature. So, it's very difficult to be
controlled just from organizational platform. Even in Allen and Griffeth (1999), only
job satisfaction was taken into consideration for investigating mobility desirability, but
not the shock route along performance for its complex characters.

Secondly, shock to performance does not occur every day, for example, you can't win the lottery, or have a spouse transferred, have an argument with the boss, be vested and so on. Shocks are interpreted in context--both organizational and personal. The third and very important reason for replacing "shock to performance" by "job coupling" is, it is not enough for talent retention/ turnover just by considering the factors job-related. This study suggests "the Community" as an important factor for talent retention. It is also the future research domain for Job coupling as the absorber for "Shock to performance". This study will mention the "shock" in Chapter 7.5.2 again.

In order to elucidate the new information and theoretical features in contrast to the variable of traditional attitude model, it is necessary to distinguish with traditional relationship among variables. In 2004, Lee and Mitchell distinguished substructure variables into financial institutions, Liao (2007) in hospital institution, discovered that on-job coupling is of significant forecasting force to employees' organizational performance and off-job coupling is of significant forecasting force to employees' withdraw tendency and turnover, but just verified in their single model, and haven't compare to traditional variables in cross-industries sample Therefore, following their direction, to reveal whether job coupling have obvious adjusting effect and even mediating effect to the relation between the variables of employees' organizational performance and withdraw tendency, exist or not? and its strength? Therefore, in the proposed model (Figure 2.6), take job coupling as mediator between performance character and movement desirability, and cancel the less-significant relationship between performances to movement desirability.

2.6 Chapter Summary

From the primary thought (Barnard,1938) about employees' retention/ turnover to "Decision of participate" model (March, Simaon, 1958), then the "Job-attitude model" groups: Price (1977), Mobley (1979), Steers and Mowday (1981), till now, the new development of employees' retention/ turnover model era, the integrative model (Allen et al., 2001), the "turnover model" of Mitchell and Lee (2003), even the proposed model, all of them, no doubt, provided indispensable theoretical and practical bases for our future research. The model of Mitchell, and Lee (2003), both in terms of theoretical hypothesis and empirical research, shows that job coupling plays a role equivalent to that of job satisfaction and organizational commitment, and is even, under certain conditions, as more decisive mediator variable directly leading to employees' voluntary turnover.

However, traditional attitude model ignores the position of this type of influencing factors. The integrative employees' job performance, the hypothesis of multi-route media chain research model on voluntary turnover, which is put forward by Allen and Griffeth (1999), is a pioneering model for discussing the relation between employees with high performance characteristics and their turnover from organizations. But, verification can't be conducted from employees' job performance to job satisfaction route owing to the lack of suitable mediator mechanism.

From the perspective of empirical research, the employee retention model may be established and maintained through managing the dynamic external and internal organization relations among employees or institutions. In fact, it belongs to the construction area of organizational social capital, through actively improving the transformation cost induced by key employee's turnover, individuals' performance may be activated. As a result, target for key employee retention in organizations may be

achieved. Meanwhile, this is also favorable for extending the analytic perspective and management foundation concerning employees' retention which depends on both Classic School and Proposed Multi-routes model. Nevertheless, the contribution and limitation mentioned in this study provide more areas for the future research and actual executive managers on the retention factors or models of employee's retention.

CHAPTER 3 METHODOLOGY

3.1 Introduction

The fore-mentioned research goal and contents are mainly involved with developing assumptions and verification of job coupling pattern to the performance– withdraw tendency model (Allen 2001) under the corresponding organization culture background in Eastern countries.

In the meantime, analysis of the developing model may be used to discover whether there is effective mechanism and status in talent retention management and so on, between the talent group with high performance characteristics and corresponding withdraw process based on the job coupling retention factors. Then, the organization's effective talent retention strategy may be clearer, therefore, this paper is composed of two stages which are verifying the model development assumptions and the corresponding applications.

The work thought in the first stage may include two-aspect links. Firstly, studying model elements (variables) and model structural relationship may be clarified through the corresponding literature review; moreover, the developing assumptions of the model structural relations which may possibly exist. Secondly, the research assumptions formed by the literature is integrated with exploring verification of the actual research object, which may be closely connected with the above aspect. The data will be obtained through system questionnaire (the quantities method); the key degree scale should be developed which reflect the talent high- performance characteristics.

Meanwhile, the Job coupling model will be verified in samples so as to study the correlation of the job coupling variables, key degree and traditional work attitude

variables (job satisfaction and organizational commitment) and the significance of the talent withdraw tendency effect, as well as to examine the possibility of the model theoretical assumptions accepting the practical experience verification. Simultaneously, the model assumption adjustment variable (moderator variables) which may influence prominently the sample's performance and the withdraw tendency. Through the first stage's research, the comprehensive assumptions and the complete planning on the relation research model may be formed based on the organization performance characteristics level of the talent – the withdraw tendency relationship.

The collected data of the independent samples is obtained with the structure questionnaire survey through the sample group (MBA group)in random sampling as far as possible. The fitness test of the assumption research model and analysis among the 4 samples is carried out using SEM (Structure Equation Model- LISREL) and OSL level Regressive analysis method in SPSS. As study by Malhotra (2004), Stepwise regression and Multiple regression are complicated by the presence of multi-collinearity, for the predictors or independent variables are related in higher correlated. A simple procedure consists of using only one of the variables in a highly correlated set of variables -- OSL Hierarchical regression analysis.

Alternatively the set of independent variables can be transformed into a new set of predictors that are mutually independent by using techniques such as principal components analysis. This study uses them both, so as to reveal the theoretical model assumptions' validity in the view of the quantitative analysis, as well as the inner relationship, the effect mechanism and the corresponding influence status of the various retention factors based on job coupling and may influence the high employee performance to withdraw tendency, the developed conceptual model and the comprehensive talent retention suggestion may provide the basis.

3.2 Research Issue and Methods

The basic question in this study is to investigate talent retention factors in organizations based on Job coupling, from the point of talents' organizational performance and withdraw tendency from organizations. However, introducing some motivational items only or some new hypothesis or research model based on the traditional theory, may involve high verifiable risks due to possible failure of research tools. The premise to minimize this type of risks is to obtain effective tools for measuring model variables, and this involves the solution of three key questions in this research.

Firstly, is the identification of a measuring indicator KDS (talents' key-degree scale) . Some scholars have presented or summarized 7 measuring dimensions (Dess, Gregory and Jason 2001; Liao, 2007) for appraising organizational performance features of key employees or talents, but no effective measuring tools have been discovered yet.

Secondly is the job coupling concept which has yet to be applied to talent retention variables, thus investigation of the effect of measuring tools and its items adjustment of the adaptability are the foundation for the construction of the research model.

Thirdly, there is also inadequate empirical research on strong-effect variables influencing talents' performance and withdraw tendency from organizations. Hence, a comparison study between cultures such as China and Malaysia is scarce.

Empirical abstraction of this type of variables and their measuring tools is the basis for the validity of the expansion hypothesis for the research model. Therefore, it is necessary, in combination with the research model hypothesis put forward in this paper, to conduct an empirical study, mainly aiming at developing and obtaining adaptive research tools (measuring indicator) and introducing the analytic mode of job coupling.

In light of research contents and needs, the basic methods for realizing afore- targets are as follows: The key exogenous dependent variable – Employees Performance in Allen's (2001) Model used for reference in the research is replaced with Key Degree which is capable of reflecting the characteristic performance features of talent in organization. In terms of validity demonstrable at the layer of operationalization, the KDS developed should be of psychometric character with relatively stable connotation structure and be consistent to the related actual talents job performance. In addition, the indicator should be able to adapt to requirement for the validity of questionnaire survey so as to reduce risks to the verifiability of model hypothesis caused by erroneous deviation in the adaptability of theory to actual research object.

Therefore, it is necessary to collect data, the subsequent performance would be measured through self-evaluation report following the standard and items of performance evaluation (part of individual) from the Educational Department.

It is necessary to adjust the relevant background of organizational culture in Asia of the Job coupling variable and its measuring tools of Mitchell et al., (2001), which are used for reference in the research, such as investigating the stability of the structure of measuring variables, comparing its relativity within different job positions, and testing their interpreting or forecasting effect on withdraw tendency. This is the foundation for the hypothesis of structure relation for proposed model in this study.

The minimization of verifiable risks for hypothesis to adjusting variables (moderator variables) in Allen's (2001) Model, is subject to the universality of such adjusting variables and effects recognized in the actual respondents. Therefore, it is necessary to combine empirical demonstration with samples to investigate factors. Factors which are perceived by talent samples, with relatively strong influence and identification to their job performance and tendencies of resignation from organizations may abstract their

measuring factors by suitable statistic and analytical methods. This is, no doubt, an effective approach.

Therefore, based on the principles of sequence, economical efficiency and effectiveness required for achieving the research objectives of this study, hence data is collected using questionnaire from representative small groups, MBA samples from North-east business school as preliminary measuring indicators for the above variables. Then, in combination with moderate sample data, adopts Factor-analysis, Correlation-analysis, Regression to investigate the measurement validity of measuring indicators and the model effects of introduced Job coupling variable, and further, in combination with the indication of research result and theoretical and logical analyses, puts forward the expansion hypothesis for research model in this study.

3.3 Research Tools

Except for the basic methodology of the combination of the qualitative and quantitative methods, the key is to determine the reasonable and effective research tools for the model variables. This mainly involved six kinds of core structure variables in the practical experience verification in this study.

- Dependent variable "withdraw tendency" is designed in two dimensions with four items;

- Traditional mediator variables "job satisfaction", "organization commitment" and "apperceive mobility of turnover", are adapted from the Chinese scholars' corresponding scale (Zhang, 2004), which is adjusted according to the reality; Job satisfaction has 4-items with 1-dimension and organization commitment has 6-items with 2-dimensions which is composed of affective commitment and normative commitments;

- As for the most important model mediator variable "Job coupling" (includes on job coupling and off job coupling) is adapted from Lee (2004) for this research samples, the "on job coupling" and the "off job coupling" are composed of the "linkage" "fitness" and "sacrifice" coupling essential factors, respectively the 15-items and 13-items with 3-dimensions;

- KDS, the key degree of talent as the models independent variableis adapted from Dess (2001) and is referred to the core staff characteristic survey based on the organizational performance view, following Ritter's (1999) competitive employee's performance, the KDS defined in this research has 7 dimensions with 17 items. The reliability of these items reported by some scholars (Mitchell, 2001; Wijayanto, 2004; Lee and Mitchell, 2004; Crossley, 2007), "coefficient α" were 0.85 almost higher than the standard 0.6 (Naresh, 2006);

- Moderator variable, the "performance visibility" is adapted by Allen (2001) which has 2-items with 1-dimension.

- "Movement desirability" is selected from the representative samples according to motivation theory, which includes with "reward fairness" (4-items with 1-dimension), "family responsibility" (3-items with 1-dimension) and "Off-job reward" (1-dimensiin).

3.4 Sample Design

Linda Klump said, (Naresh, 2004) "It is almost impossible to do a complete census of most populations. A properly designed sample is more efficiently managed, has less potential for bias (than a failed census), and can provide the level of information necessary for most objectives." Therefore, in order to ensure the investigation data quality and the serviceability of the selected investigation samples as far as possible, this research investigation object sample designation is limited to the specific talent potential community - MBA group.

MBA samples belong to the outstanding group with professional elite in various industries, thus the high representation may be produced because of the skill characteristic and manifesting the specific commercial culture characteristic; therefore, they are with quasi experiment background (Debackere, 1996).

Another reason to choose this community is the higher turnover rate seriously in the commercial domain along with the deepening talent marketability degree. According to the official statistical data, those voluntary turnover with medium or higher technical title may be more than 85% in the approximately 27% loss rate every year (China Daily, 17th June 2007);

This study adapts "stratified sampling" and "simple random sampling" to collect data. In China, stratified sampling was carried out following 3steps. Firstly, a suitable sampling frame was selected. In China, there are 128 famous public Business Schools with MBA program since 1991. This study chose 18 business schools from north, middle and south of China respectively as official business ranking (MBA annual report, 2007). Finally, were contacted 3 business schools resounded which are HIT, OUC and ZJU from north, middle and south of China respectively;

Secondly, the stratification variable and the number of strata were selected. "Strata design" was the "semester-year" as the academic standard of "strata", the MBA respondents of 2006-2008 semester years are treated as the target sampling of this study. Strata were designed as 2006/2007 semester, 2007/2008 semester and 2008/2009 semester.

The entire population was divided into 3 strata (2006/2007 to 2008/2009) and 6 semester classes (2006/2007 Spring MBA class, 2006/2007 Autumn MBA class, etc). In each stratum, the element of MBA classes was numbered and the target classes were randomly drawn out as disproportionate sampling.

The logic behind disproportionate sampling is simple. First, strata with larger relative sizes are more influential in determining the population mean, and these strata should also exert a greater influence in deriving the sample estimates. Consequently, more elements should be drawn from strata of larger relative size. Second, to increase precision, more elements should be drawn from larger standard deviations and fewer elements should be drawn from strata with smaller standard deviations (Naresh, 2004).

In Malaysia, a stratified sampling was adapted using the following 3steps too. A suitable sampling frame: Malaysia has nine famous public Business Schools with MBA program. The schools were divided into 3 areas (north, middle and south) which were contacted, visited and gained access to data from 3 organizations namely, UM, UKM and USM.

The stratification variable and the number of strata were then selected. The academic system in Malaysia is different with China's MBA program. The Malaysian MBA students were combined as class group, means different semester MBA candidates will study within same course classes just following individual process and special courses.

Therefore, this study treats "course" (core or elective course class) as the standard of "strata".

Operate questionnaires within the 3 target classes randomly. For example in UM, firstly we chose randomly 1 class with core course (from Strategy, MIS, Research methods, HRM, etc) and 2 elective classes (from Finance, Accountancy, Marketing, Hospitality and Tourism. etc) MBA candidates as the respondents of questionnaires.

In this study, samples are distributed and collected in the 4 steps as follows: main framework lay in this chapter of "sample design"; in Chapter 4 will distribute questionnaires in 21 responds for some details choice discussion; the primary analysis may operate in the 150 samples; the extension will be collected in Chapter 5 and 6 for the usual analysis in 700 samples.

3.5 Hypothesis Development of JC Model

3.5.1 Route expansion Hypothesis

LISREL (Linear structural relationship) was developed by Karl Joreskog (1973, 1989), and is used to explain the causal relationship among the variables which cannot be measured directly. It is a normal and popular method from the 1990s in business research. LISREL has two sections: one is the measurement model; it will connect the variable which can be observed. The second step is SEM (structural equation model), this model will point the causal relationship between variables. And then it will explain the causal influence and variance unexplained, for clear understanding, LISREL will use the figure to describe the SEM result—route analysis figure based on the causal relationship hypothesis among the variables.
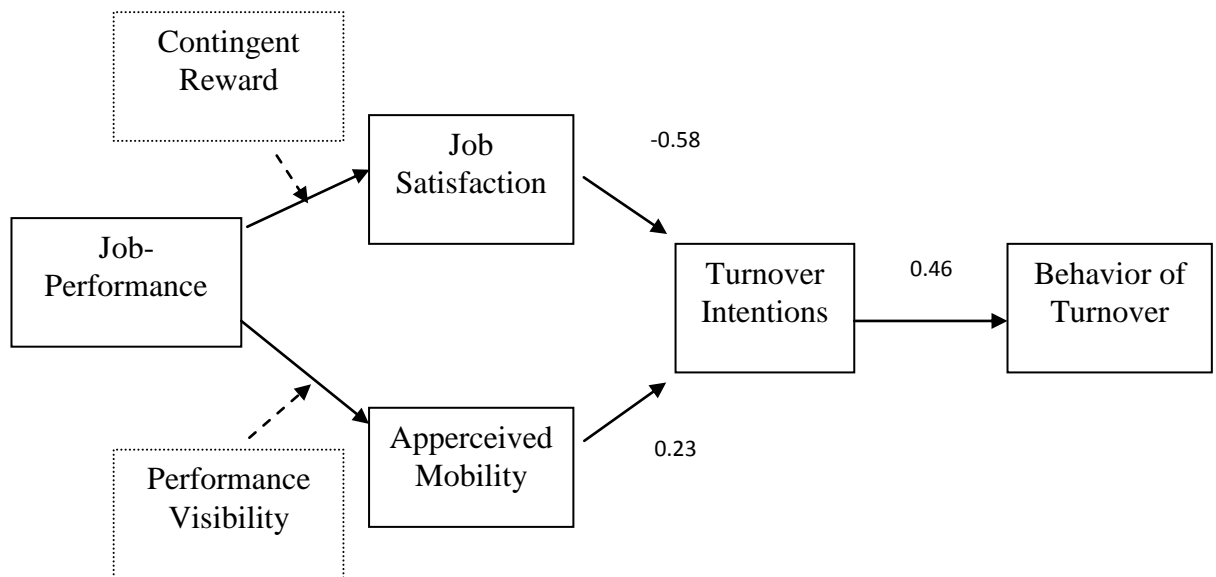
Figure 3.1

Completely Standardized Parameter Estimates

Note: The moderating effects of reward contingency and visibility were assessed using moderator regression analysis. $p < 0.05$, Adapted from Allen, (2001)

In this study, the LISREL confirmatory research for two-route model of Allen, (2001) in which job satisfaction was taken into consideration. Allen discovered the significance along talents' job performance through apperceived mobility and withdraw tendency can influenced the dependent variable of voluntary turnover, as shown as Figure 3.1.

However, a desirable interpretation is gained through taking the reward factor as an moderator variable which is of significant interactive effect with talents' job performance. In spite of that, it believed that, in accordance with the theory of turnover media chain process and theory of organizational network coupling on talents' job performance behaviour, there is still a mediator factor between talents' high performance and job satisfaction or organizational commitment, for example, the social linkage and fitness sense of talents in organizational networks, and social cost arising after individuals' turnover. The worsening organizational circumstance factors coupled with talents' job and life may also be a direct factor influencing talents' withdraw tendency. However, the effectiveness of organizational circumstance factor to organizational management is more significant (Mitchell and Lee, 2001).

Mitchell, and Lee, et al., (2003, 2004), who focused their research on talents' voluntary turnover model for more than ten years, extended organizational circumstance coupled factors to the talents social communities and put forward the job coupling model, on the basis of talents' retention, which consists of on-job coupling and off-job coupling, obtaining significant effect in extensive empirical research. While on-job coupling factor exhibits obvious positive correlation with job satisfaction and organizational commitment, influencing talents' job attitude, off-job coupling was a mediator with strong effect on talents' decision to quit.

All of these make the introduction of job coupling into talents' performance – voluntary turnover relation conform both to logic and existing experiences. It is possible to make

more comprehensive interpretation of the relationship among model route effects, and thus effectively reveal the acting mechanism of dominant retention factors. To this end, a 5-route hypothesis in talents' job performance on the job coupling model is introduced, based on the existing two-route media chain of job performance -- voluntary turnover model of Allen (2001) and previous research on the "Job coupling" variable. The proposed hypothesis of this research includes the following ten items of mediator variables and media routes:

H1: There is a positive relationship between On-job coupling and movement desirability, means the higher the on-job coupling of talents, the higher their OC (organizational commitment) and JS (job satisfaction);

H2: There is a negative relationship between On-job coupling and withdraw tendency, means the higher the on-job coupling of talents, the lower their withdraw tendency from organizations;

H3: There is a negative relationship between Off-job coupling and withdraw tendency;

H4: The higher talents' performance feature KDS, the higher their JC;

H5: The higher KDS, the higher their on-job coupling;

H6: The higher KDS, the higher the apperceived mobility perceives;

The hypotheses for mediator routes based on Job coupling in the research model of the paper are:

H7: On-job coupling mediates the relationship between the KDS and withdraw tendency;

H8: On-job coupling mediate the relationship between KDS and movement desirability.

H9: Off-job mediates the relationship between the KDS and withdraw tendency from organizations;

H10: OC mediates the relationship between the KDS and withdraw tendency from organizations;

3.5.2 Interaction hypothesis of Adjusting variables

The development of KDS and the empirical research of job coupling variable preliminarily reflect the effectiveness of this type of measuring indicator in revealing the feature of talents' organizational performance and its congruence with job coupling model, and the measuring indicator is in favor of revealing the relation between talents and their retention factors. In this connection, at the operational level, this study expand the talents' organizational key degree with the aforesaid 7 measuring dimensions in the turnover model hypothesized by Allen (2001) and employ the KDS indicator in the research as the tool for measuring talents' performance feature.

In order to expand the moderator of movement desirability and apperceived mobility which influence the relation between talents' organizational performance and the process of their quitting from organizations under the Asian background of organizational culture, the study utilized survey on typical samples to draw out these adjusting variables with significant identification to talents' job performance and withdraw tendency from organizations.

While the adjusting variable of movement desirability includes "reward fairness" based on talents' organizational contribution, "family responsibility" reflects talents' perception of job-family contradiction, and "Off-job reward" reflects talents' networking incomes. The adjusting variable of apperceived mobility and performance visibility, draws on the measuring indicator from Allen (2001).

These indicators, in the explorative samples, undergo acceptable inspection for measuring tools. With the introduction of job coupling variable earlier mentioned, in order to expand the horizon to understand the effect of adjusting variables to Job coupling element, this study extend the interactive effect of related adjusting variables

to job coupling elements according to possible logical relations, on the basis of existed related hypotheses in the turnover model of Allen (2001). For instance, the "performance visibility" of talents and their social linkage may be of interactive effect, thus influencing the apperceived mobility. Social linkage are operationally defined as comprehensive measuring values which are described with talents' organizations-linkage and communities-linkage.

Therefore, objects, which may, theoretically speaking, have interactive effect with adjusting variables, are distributed in 3 sectors of the model route: Key-degree, Job coupling, and Social linkage. They consist of 8 hypotheses for interactive effect relation (as H11 to H18 following), which expand the interactive effect of objects to many sectors. This is in favor of revealing new discoveries and expanding the application fields for policies on human resources. Therefore, apart from the 10 hypotheses above, the expansion hypotheses for the interactive effect of model-adjusting variables are:

H11: Reward fairness moderates the relationship between the talents' performance feature KDS and movement desirability, that to say, the interconnection of the relation, the higher the reward fairness, the stronger positive relationship between KDS and JS / OC.

H12：Family responsibility moderates the relationship between the KDS and movement desirability, that to say, the interconnection of relation, the higher the family responsibility, the stronger negative relationship between the KDS and JS / OC.

H13：Reward fairness moderate the relationship between the KDS and on-job coupling; meaning the interconnection of reward fairness moderate the relation, the higher the reward fairness, the stronger positive relationship between the KDS and on-job coupling.

H14：Off-job reward moderate the relationship between the KDS and off-Job coupling; that to say, the interconnection of Off-job reward moderate the relation, the higher the Off-job reward, the stronger positive relationship between the KDS and job coupling.

H15：Performance visibility moderate the relationship between the KDS and apperceive mobility; that to say, the interconnection of performance visibility moderate the relation, the higher the performance visibility, the stronger positive relationship between the KDS and apperceive mobility.

H16：Reward fairness moderate the relationship between on-job coupling and movement desirability; that to say, the interconnection of reward fairness moderate the relation, the higher the reward fairness, the stronger positive relationship between on-job coupling and JS / OC.

H17：Reward fairness moderate the relationship between on-job coupling and withdraw tendency; that to say, the interconnection of on-job coupling and reward fairness adjust the relation, the higher the reward fairness, the stronger negative relationship between on-job coupling and withdraw tendency.

H18: Performance visibility moderate the relationship between job coupling and apperceived mobility; meaning, the interconnection of job coupling and performance visibility adjust the relation, the higher the performance visibility, the stronger positive relationship between job coupling and apperceived mobility.

Figure 3.2 is the proposed conceptual framework in this study and the route relations between its major structures variables require further verification. Compared with the two-route media chain model of talents' job performance – voluntary turnover, put forward by Allen, (1999, 2001), the proposed model distinguishes or has advantages in three aspects: Firstly, the introduction of on-job coupling, off-job coupling, performance

features, movement desirability and withdraw tendency are new dimensions compared with earlier models. The proposed model in this study aims to indentify how talents' performance influence job satisfaction and organizational commitment, so as to further analyze and identify key management domains where organizations may implement more effectively the strategy for retaining talents.

Secondly, the 7 dimensions of the talents' performance key-degree measurement is employed in the definition and measurement of the talents job performance which highlight the organizational competitiveness reflected by special characteristic of talents' organizational performance, and this is in favor of identifying talents with high performance features, specifying the core competitive situation and key management domains of organizations which are reflected by human capital.

Thirdly, in the aspect of adjusting variables for model hypotheses, through investigation on typical samples, making corresponding adjustment and adding more incentive or restrictive adjusting variables which are applicable to the present modern organization: for instance, reward fairness based on individuals' organizational contribution, family responsibility which both reflects job-family conflict and restriction on turnover, and off-job reward which reflect both the diversification and networking features of reward to talents with high-coupling performance feature.

This type of rewards may be the compensation mechanism for retaining talents in organizations and important elements of turnover costs. As for the performance visibility, investigation is added on its interactive effect with social linkage in Job coupling, but it lacks effective inspections on this type of effect (Allen, Rodger and Griffeth, 1999).
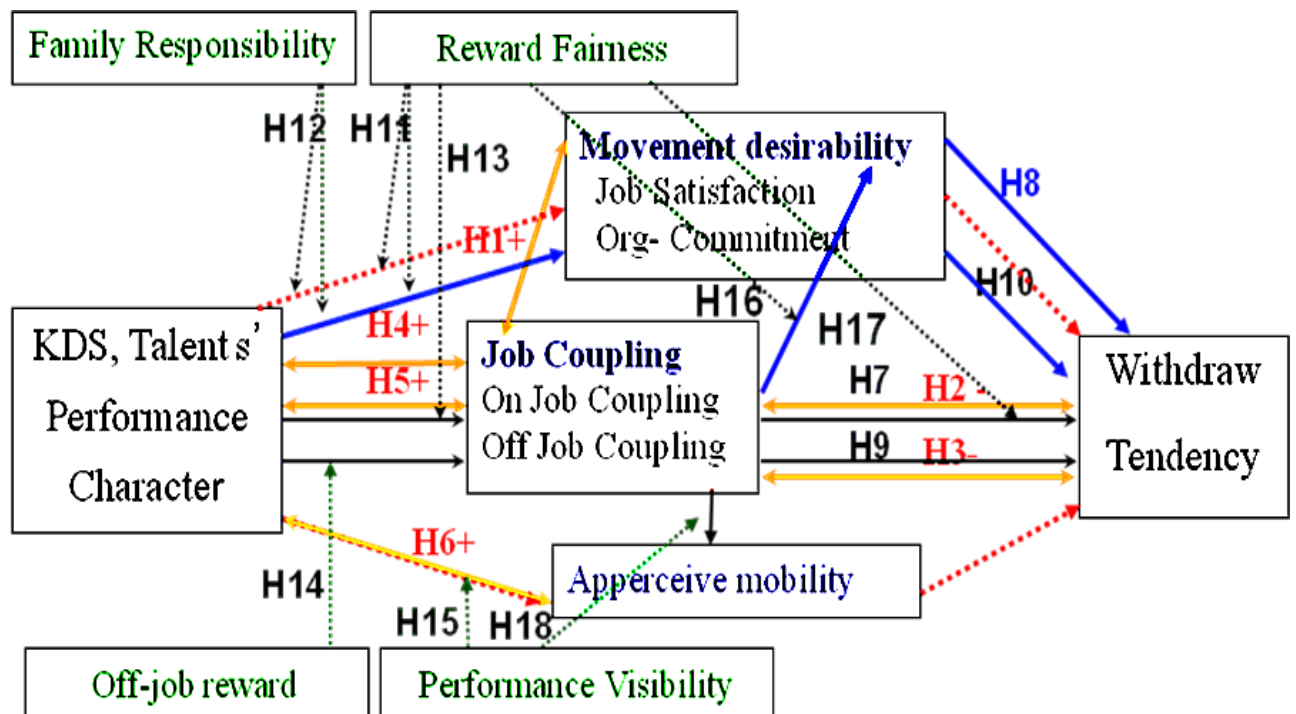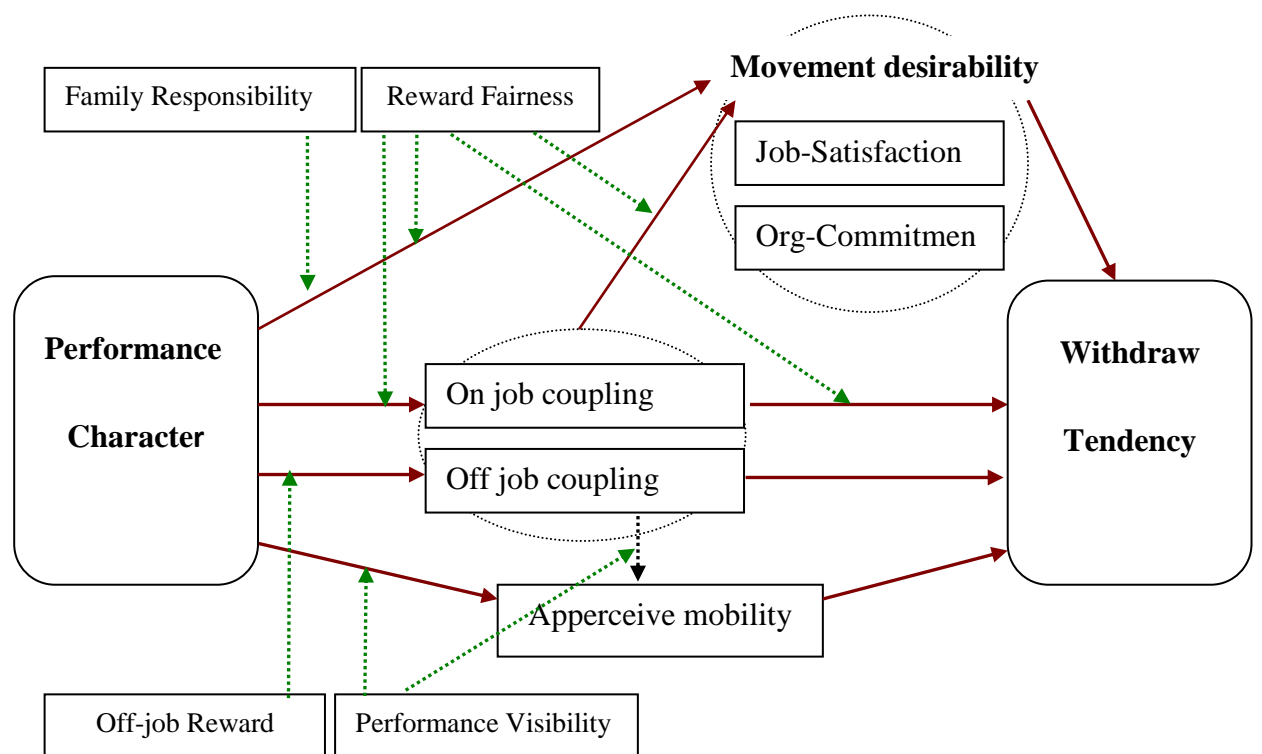
Figure 3.2

The Proposed Conceptual and Hypothesis' Job Coupling Model

3.6 Chapter Summary

Following the developing assumptions and verification of job coupling pattern to the performance – withdraw tendency model, the sample design and hypothesis are attempted in this chapter. The collected data of the independent samples is obtained with the structure questionnaire survey through the sample group (MBA group) in random sampling as far as possible. Study tools of these variables mainly attempted with six kinds of core structure variables in the practical experience verification.

In the meantime, main content which the proposed model may be used to discover whether there is effective mechanism and status in talent retention management, between the KDS and corresponding withdraw process based on the job coupling retention factors, A 5-route hypothesis in talents' job performance on the job coupling model is proposed, based on the existing two-route media chain of job performance -- voluntary turnover model of Allen (2001) and previous research on the "Job coupling" variable. Furthermore, effective inspections on this model will be evaluated as following chapters, then, the organizations effective talent retention strategy may be clearer.

CHAPTER 4 PRIMARY ANALYSIS

Concluded, this research work mainly plans to solve the following key questions during the research process. Verification of instruments: The serviceable design and the validity analysis of survey instruments may be the premise by which the work may proceed effectively, and the key may lie in the following aspects discussed in this research.

Firstly, the validity of survey instruments in Asian countries, the corresponding contents may be adjusted mainly through the first stage exploring studies so as to enhance its validity and the serviceability, and verify the survey tool's instability quality in the second stage independent sample's practical verification study.

Secondly, as for the survey indexes manifesting the innovation contents, the design basis may be determined through the literature analysis method and the operation processing of the scale may be carried out so as to verify the validity and make the corresponding adjustments in the practical study.

Thirdly, the required respondents' statistical information collected through the questionnaire so that the subsequent research (for example the statistics of the actual voluntary turnover rate and the turnover personnel's interview) is carried out.

For representative of sampling, this study plans to choose the MBA students from China and Malaysian. The population will employ following the standard of area choice of cluster sampling firstly, then as stratified sampling to choice the target Business Schools and MBA respondents, in this way, the stratified random sampling may be suitable.

Clarifying the model second-stage practical verification analysis level is the core link for realizing the research goals. Hence this study has been divided into three aspects.

Firstly, is the analysis of the effect relationship among the model structure variables which has used the Linear structural relationships (LISREL) of Structure Equation Model (SEM) (Karl Joreskong, 1973, 1989) with the ML (maximum likelihood) verification criterion "Maximum likelihood" so as to discover and modify the variable relation, then reveal the leading path mechanism of the talent withdraw processes.

Secondly is the model adjustment variable interaction verification link may be extended to the logical 2 model effect variables (KDS and job coupling). So as to apply the SPSS regression verification method and discover and reveal the adjustable factor effect mechanism which may intensively affect the withdraw processes for the high organization performance characteristics talent under the oriental organization cultural background in the social economy transition period.

Thirdly, in view of the model variable effect analysis of different representative communities from the samples according to the different dividing standards, T-test, multi-factor variance analysis and variable multivariable regression analysis are adopted respectively. According to the analysis scale and the comparison requirements so as to discover and reveal the main distribution of the high performance talents, retention factor effect difference and the implementation domain where the organization may possibly adopt the talent retention policy.

4.1 Introduction of Talents Performance

As an integrative concept, job coupling reveals rather comprehensively and thoroughly three categories of basic factors which are defined as social, psychological, and economic respectively, and it is embodied as a functional mechanism of retention factors, displaying more information and interpreting or forecasting advantages compared with the traditional attitude model.

Therefore, the introduction of the key structure variables for the job coupling model is the centre of the hypothesis development. Talents are the objects with KDS, defined from the perspective of social capital background. In talent retention factors mainly associate their organizational performance and their withdraw tendency. Therefore, the retention factors revealed in the "Job coupling" model of Mitchell et al., (2003), and the double-routes media chain model for talents' job performance – voluntary turnover, which is developed by Allen (2001), are the starting points of this paper to discuss the development of hypotheses for the proposed model of talents' organizational performance – withdraw tendency based on "Job coupling" between two cultures.

As a first step in research, this chapter focuses on three key issues which are the use of performance variable scale which is defined as "KDS" (measuring indictor for talents performance character, means Key Degree Scale); the adaptability adjustment of job coupling indicators; and abstraction of moderators of model expansion hypothesis.

The basic premise of this study is to investigate talent retention factors in organizations based on job coupling, from the point of view of talents' organizational performance and withdraw tendency in organizations. In order to minimize this type of risks is to obtain effective tools for measuring the variables, and this involves three key questions.

Firstly, use the KDS of talent's performance indicator as independent variable. Some scholars have presented or summarized 7 measuring dimensions (Dess, Gregory and Jason 2001; Liao, 2007) for appraising performance features of talents, but no effective measuring tools have been discovered yet.

Secondly, the concept of job coupling has not been applied into talent retention variables. Thus investigation on the effects of variables not tested simultaneously before is the foundation for construction of an integrative model in this paper.

Thirdly, there is also a lack of empirical research on variables influencing talents' performance and withdraw tendency in organizations, especially in comparison between China and Malaysia. Empirical abstraction of this type of variables and their measuring tools are the basis for validity of hypothesis for the proposed model. Therefore, it is necessary, in combination with the research model hypotheses put forward in this paper, to conduct an empirical research, mainly aimed at developing and obtaining adaptive research tools (measuring indicator) and introducing the job coupling model.

In view of research contents, the basic methods for realizing the targets mentioned are: Firstly, the key exogenous in dependent variable -- Employees Performance in Allen's model used for reference in the study is replaced with Key Degree Scale which is capable of reflecting the performance of talent in organization. In terms of validity, the KDS (key-degree measuring indicator) might be of psychometric character with relatively stable structure and be consistent with the related actual talents job performance (Allen, 2001).

In addition, the indicator might be adapted to the requirement of validity of questionnaire survey. Therefore, it is necessary to collect data, combine the typical features, from representative talent samples with questionnaire, the subsequent

performance would be measured through self-evaluation report following the standard. Make sure the KDS can be suitable with sample extension in next step.

Secondly, it is necessary to adjust the relevant background of organizational culture in Asia of the Job coupling variable and its measuring tools of Mitchell, et al., (2001), which are used for reference in this study, such as stability of the measuring variables, comparing their relativity with the existing job attitude variables (such as organizational commitment and job satisfaction), and studying their forecasting effect on the withdraw tendency. This is the foundation for hypothesis of route-structure relation for this research model, and might improve the verifiability of hypothesis.

Thirdly, to minimize risks for the expansion hypothesis of moderators in Allen's (2001) model, it is subject to the universality of such adjusting variables and affects recognized in the actual respondents. Therefore, this study will combine empirical demonstration with samples to investigate factors, which are perceived by research samples, with relatively strong influence and identification to their job performance and withdraw tendency from organizations.

Then, this study may abstract significant factors by suitable statistic and analytical methods. This might be an effective approach. Therefore, based on principles of economical efficiency and effectiveness required for achieving objectives of this study, this study will collect data using structured questionnaire from representative small groups, which MBA samples from HIT Business School as preliminary measuring indicators for the above variables. In combination with the result of questionnaires, the analysis in this research include the Factor-analysis, Correlation and Regression to investigate the validity of measuring indicators and the model effects of the introduced job coupling variable.

4.2 Development of KDS based on Social Capital

4.2.1   Measurement of KDS indicators

According to Dess (2001), talents in organizations are defined as a construction around the realization of organizational objectives, with multi-dimensional analytical indications. In order to understand effectively the relation between talents with high performance and withdraw tendency, this study used the 7 dimensions of KDS (key degree scale of organizational performance). The dimensions of KDS are illustrated in the following paragraphs.

Firstly, the advantages of basic interconnection in social network of organization, operationalized as talents' interconnected bonding force. It is not only to facilitate the flow of homogeneous knowledge but also heterogeneous knowledge, which also shows that talents' influence on organizational resource, and utilize their ability to effectively innovate knowledge-dominated resources. This is cooperating value of organizations.

Secondly, the talents' transferring advantages of information resources in organizations, operationalized as talents' advantage in transmitting and sharing organizational advantages, which reflect that talents operate through developing interactive habit with other members, cultivate external memories and information tools, reduce cognitive burden of members and provide organizations with cross-field information resource pool and innovative potential.

Thirdly, advantages in identifying and creating the unique core competitive competence of organizations through talents, operationalized as talents' irreplaceability in organizations, which reflects that organizational human capital formed by talents, are hardly imitable for its intrinsic speciality and rareness. However, during the process,

organizational culture, structure and behaviour processes, play crucial roles in integrating individual knowledge and core competitive competence of the organizations.

Fourthly, talents' advantages in establishing trust relationship in the organizational network. This advantage may be operationalized as talents' elastic trust behaviour in organizations, which reflects deeply talents' performance to create "various expectations" which can combine talents with organizations on the platform of more profound and sustainable reciprocity principle, via the elastic trust namely the core element of organizational social capital.

Fifthly, the advantages in creating organizational value based on modern organizational social capital, operationalized as the talents' influence on performance in organizations. This is because talents act as "levers" in creating organizational values, enabling the organization to generate "exponential" performance value.

Sixthly is talents' team advantage in attracting and retaining knowledgeable team members in organizations, operationalized as talents' team "affinity" which reflects the influence of talents to combine with other members. Sometimes, knowledgeable talents may have lower loyalty to organizations, but are less likely to quit as they have strong interpersonal relationships and interests with team members.

Finally, creativity for developing organizational social capital: operationalized as talents' innovative powers in creating more great organizational value. This reflects talents' skills in updating organizational social capital. Organizations with high social capital may reflect relatively diversified information channels and more diversity from talents. The ability of talents may overcome the stagnation of concepts and "closed-circle" organizational network, which might result in the ineffectiveness of the decision-making process.

Ritter Thomas explained in his article "The Networking Company: Antecedents for Coping with Relationships and Networks effectively", on the developed indicators for organizational performance based on organizational networking competence. Ritter believed that these kinds of measuring indicators mainly involve the description of talents' organizational behaviour features which are not directly quantified. Thus, it is proper and effective to describe un-directly quantified organizational behaviour features by typical objects' survey (Ritter, 1999). Therefore, this study adapts the measuring indicators following it of KDS.

The KDS and the verification of its effectiveness are discussed mainly in two steps: The first step is the development of the measuring items which reflect the talents' performance features in the above seven dimensions which are determined through questionnaire of sample respondents. This point will be mainly reflected through appraising the "internal consistent reliability" and "structural validity" of the measuring indicator. Second is the psychometric quality of the measuring indicator and its consistency with the talents' actual organizational performance, which are tested in appropriate samples. The consistency with the talents actual organizational performance will be tested by the relevant annual achievement of respondents in the last two years through self-report.

4.2.2 Determination of measuring items for KDS

This study assessed talent-role performance by utilizing the performance subscale of the performance measure developed by Williams and Anderson (1991). It is a seven-item measure using five-point Likert-type scales scored from strongly disagree (1) to strongly agree (5) that assesses performance behaviors (sample item included ''adequately completes assigned duties''). This scale was completed by the participant, his or her supervisor, and his or her closest coworker. It utilized the Williams and Anderson scale because it allowed us to assess performance in a consistent manner over a broad spectrum of occupations and jobs; it was the measure used by Lee et al. (2004) in their study of performance.

For effective development of the key-degree measuring scale, preliminary indication for appraising key-degree performance is abstracted from existing theories and references, then, improvement can be made in combination with actual investigation on typical samples (Ritter and Thomas, 1999).

Operate questionnaire in 21 MBA students for measuring items selecting of the key-degree measuring indicator, which conforms to the actual subjects investigated, from the support of MBA Union and MBA center of Harbin University. This is meant to describe typical features of talents' organizational behaviour performance, which may reflect the theoretical analytical dimensions.

This study, based on the effective theories (Mayer and Davis, 1995; Hayes, 1998; Capelli, 2000) of previous studies, firstly give operational definitions to the seven measuring dimensions of the KDS and endow them with correspondent behaviour descriptions. The initial theoretical measuring indicator has 21 items altogether, each

measuring dimension endowed with descriptions of two or three measuring items, and after adjustment, the items are determined as 17, attached as Appendix 4.

Firstly, this study selected 21 MBA candidates of 2008 class, who respectively hold leading positions in executable or technical departments in 11 industries around Heilongjiang province of China, this type of representative candidates may facilitate the description of key factors which contribute to high performance.

After distinguishing, combining and giving feedback, according to related theories on organizational social capital and team behaviour theory, and then measuring indicator's items in a small scale, we establish a key-degree measuring indicator with common understanding, which has analytic indication in 7 dimensions with 17 descriptive items.

As mentioned, the introduction of coupling for measuring talents' job performance is not only favorable for catching the characteristics high-performance features talents in creating organizational value, but also consistent with the analyzing model of job coupling. Therefore, it is in the favor of revealing empirically internal-relation between talents organizational performance features and turnover or retention factors. To this end, this study use KDS, at the level of operationalization, as the key-degree measuring indicator for measuring the level of talents' performance features in organizations, instead of items of Allen (1999, 2001).

4.2.3 Evaluation of KDS' reliability and validity

In order to test the reliability and validity of the above-obtained talents' key-degree measuring indicator, combined with subsequent introduction of job coupling and the moderators abstracted from the hypothesis model, this study conduct "Internal consistency reliability" and "Construct validity (Principal component analysis)", which is widely employed for measuring indicators. It will benefit to ensure the validity in sample extension in continually analysis. To ensure the required testing fitness, this study selected randomly MBA candidates in Business School, who at the prime of their careers (8-15 years), constitute professionals, executive supervisors and business owners from middle or top title in their organization.

The total sample quantities during first step is 150 MBA students, however, 108 resounded questionnaires were satisfied. These respondents were between 27 and 42 years, averaging at 34.9 years old, and women accounted for 46.0%. The occupational service extends from 7~24 years, and the service in the current organization varies from 5~12 years.

During the process of dispensing and collecting the questionnaires, this study arranged "an academic report" about "talent retention" to the target MBAs and provides explanations to those contents which may cause misunderstanding in questionnaire items. Therefore arriving at consistent understanding to questions presented on questionnaire. Then, respondents were asked to answer the questionnaire, and return the completed questionnaire on the spot. The return rate of valid questionnaires is 100%.

This study analyzed using SPSS, the internal consistency reliability (indicated by the value of coefficient α) of the 7 dimensions of the talents' KDS, and all results are higher than the acceptable 0.7 which indicates that the measures are reliable. The reliability

tests are shown in Table 4.1. To test the validity of KDS, Principal Component Analysis is employed in the study to abstract three relatively independent common factors after the adaptability inspection (KMO) with factor analysis on the investigated key-degree data by using SPSS software. The distribution of the maximum loading coefficient of the seven dimensions on three construct dimension factors are shown in Table 4.2. This study draws on the three basic dimensions from Nahapiet and Ghoshal (1998) which categorized as "structural", "relational" and "cognitive" feature factors.

Table 4.1

Descriptive Statistics of KDS

	Inter-connection	Transfer advantages	Trustiness	Team affinity	Influence of performance	Inreplace-ability	Innovation	Total
	X_1	X_2	X_3	X_4	X_5	X_6	X_7	
Mean(Xi)	4.13	3.62	4.56	4.65	3.39	4.14	3.3	3.97
Mean square (S_i^2)	0.68	1.74	0.79	0.54	1.89	1.84	1.47	1.02
Reliability coefficient (α)	0.76	0.71	0.92	0.82	0.72	0.8	0.83	0.86

The "structural dimension" characterizes the networking behaviour associated between or among organizational members, which means the existence or non-existence of the network of relationship and How about the strength or degree of relation. The "relational dimension" characterizes the capital obtained by organizational members through creating relation or relational tools, including trustworthiness and reliability, norm and penalty, obligation and anticipation, and identities. The "cognitive dimension" characterizes the resources for creating special value system in organizations, such as expression, interpretation, and meaning, provided by organizational members for common understanding between different subjects.

The three factors defined in the research interpret 73.71% of the general variance of KDS, as shown in Table 4.2. What is worth to mention is that the key-degree data (N=510) obtained in the second phase of the research show similar factor distribution features. Meanwhile, it is discovered in the paper's investigation by mean and standard deviation on the proportion and personnel structure of samples with high key-degree, it is also similar to samples in the second phase. Such results show that the measuring indicator is effective to catch the high performance features of talents and relatively stable psychometric quality.

Table 4.2

Component Matrix (N=108)

	Component		
	F_1	F_2	F_3
X_1	.972	.230	.101
X_2	.896	.212	.124
X_3	.287	.885	.164
X_4	.292	.871	.108
X_6	.394	.109	.743
X_7	.186	.209	.702
X_5	.166	.212	.705
Eigenvalue	2.17	1.73	1.26
%Cumulative	73.71%		

Extraction Method: Principal Component Analysis.

At the same time, in order to inspect the consistency between KDS and talents' actual job performance, this study compared the sample talents' key-degree with the respondents' self-evaluation report based on "the standard and items of performance evaluation (part of individual form) from the Harbin Educational Government (2008)", analyzed the correlation coefficient between sample talents' key-degree and their annual assessment index of organizational innovation performance in the last two years (2007-2008). Such as new business and high technology, scientific research awards, and dissertations, etc., as shown in Table 4.3. All items are converted into standard marks. Finally, obtain result with high result R=0.86, P<0.01, N=87.

It can be concluded that, if the KDS (key-degree scale measuring indicator) is based on self reports and it is extended to extended questionnaire surveys, it can meet the satisfied validity for analysis. In addition, the aspect of variance of sample talents' key-degree (Table 4.1), talents' influence of performance, innovation, and transfer advantages show relatively high differences ($S_i^2 = 1.89, 1.84, 1.74$), which reflects the main influence factors leading to difference of talents' performance, and on the other, reflects that key-degree reveals effectively of talents' organizational behaviour performance.

Table 4.3

The Standard and Items of Self-evaluation Report (N=87 within 108)

Items	Describe of Projects	Scales
New technical New Projects	1. beyond 1 project new tec/ project during this 3 years (6 marks); 2. development successful (6 marks), training (2 marks), supervising (5 marks), supporting (5 marks) for basic technology; 3. contribution for basic instrument/foundational structure (10 marks);	34 marks
Specialization New Projects	4. expert (4 marks),specialist (3 marks); 5. supervisor (8 marks);	15 marks
Academic/ Business exchange	6. have annual academic exchange plan (4 marks); 7. training (2 marks), conference (5 marks), 8. article publishing (3 articles above at the top journal) (5 marks)	13 marks
Academic level	9. dependent lab (4 marks); 10. in charge of the city project (8 marks); 11. awarded the tech-honor from government within 3 years (8 marks);	20 marks
Org-management Service function	12. drafting and carrying department management (5 marks); 13. achieve the department academic target in the accounting budget; 14. sharing the major information domestic/abroad on time (2 marks)	12 marks
	94 marks	

Source: the standard and items of performance evaluation (part of individual) from Harbin educational department (2008)

4.3 Introducing JC, Correlation and OLS Multi- Regression

The main objects of this study is to introduce the key structure variables, job coupling (on-job coupling and off-job coupling respectively described with the three-dimensional variables of linkage, fitness and sacrifice) based on the traditional attitude turnover model (job satisfaction and organizational commitment), and then to analyze their significance in influencing talents' withdraw tendency from organizations and correlation with other model variables.

In particular, the information in the literature on job coupling instrument needs to be adapted to the eastern culture. These are the preconditions for putting forward the research model hypothesis; therefore, the explorative work in the section consists of cross-cultural adaptability adjustment of "Job coupling" measuring indicator, measurement of investigation samples, correlation analysis on the variable data, and OLS regression analysis.

4.3.1 Adaptability adjustment of JC indicators on Cross-cultures

The cross-cultural adaptability of the measuring items for job coupling variables introduced from western literature is mainly done through two parts. The first is the translation of the contents of the original measuring indicators. Items with high consistency are adopted, while those items with large deviance are adapted by putting forward substitute items with higher consistency. The judgment on acceptable consistency is checked mainly through variance in the range of a small group. The second is to inspect the "internal consistency reliability" and "construct validity" of job coupling measuring indicator. The analysis result on the sector will be elucidated in combination with the sectional data analysis on typical samples.

In the first part of the adaptability adjustment of the original job coupling indicator, this study designs the job coupling indicator whether each of item may reflect individuals' actual social life in organizations. A five-point Likert scales is used to measure all items from "fully reflect", to "generally reflect", "acceptable" even to "cannot reflect" and "totally fail to reflect"; and five scales are endowed with scores from 5 to 1. A higher score shows that the measuring indicator is of higher cultural adaptability, the lower the statistical variance of items, and the higher consistence of the measuring indicator between different cultural groups.

At the same time, the pilot group was asked to put forward their opinions if they think it was not clear. In consideration of economic efficiency and effectiveness, questionnaires are mainly dispensed to a small group composed of 21 professionals, executives, technologists, marketing and operational managers, and the group's demographical features are 7 females between 25 to 45 years old. As shown in Table 4.4, the investigation result of the inspection on cross-culture adaptability of job coupling determined.

Table 4.4

Adaptability Adjustment of JC Indicators on Cross-cultures Analysis

Be adjusted indicators (as questionnaire order)		M $(\bar{x})$	SD (s)
On-job Coupling	Org- fitness: 4 items (1- 4)	5	0
	Org- sacrifice: 7 items (9-15)	5	0
	Org- linkage: 4 items (19-22)	5	0
Off-job Coupling	Com- fitness: 4 items (5- 8)	5	0
	Com- sacrifice: 3 items (16- 18)	5	0
	Com- linkage: 6 items (23- 25)	4.86	0.21

The result of analysis shows the cross-cultural adaptability of Job coupling measuring indicator after adjustment. Regarding the item of community -- linkage, the only one with little deviant, adjustment is mainly on the item of link between children's education. In China, a important factor which influences family transformation is whether children may have access to advantaged education schools in their community, such as access to high level middle school, good university etc. In this point, the Part VI no-metric data item of the community-linkage dimension was adjusted to "If the child under your protection needs to attend local education, which kind of school is he or she attending, General school, Second school, First class school or Key school, Blue-blood professional school or others."

4.3.2 Items design of model variables after Job coupling variables

Generally speaking, it is an effective approach for conducting empirical research in a new field to select specific representative samples. Therefore, the measurement introduction of job coupling is carried out on selected investigation samples in combination with the development of key-degree measuring indicator.

The development of measuring indicator for each section of the questionnaire in the phase is mainly in setting and checking variables' relations around the talents' performance– withdraw tendency model of Allen (2001), for providing empirical bases for the model hypotheses of the study and effective measuring tools for model respondents. According to the requirements of model structure, mainly consist of five variables in the questionnaire:

4.3.2.1 Independent Variables

The measuring indicator of talents' performance features, KDS, as the model's independent variable based on organizational social capital. The measuring indicator consists of seven descriptive dimensions and 17 items (as shown at the questionnaire in Appendix Ⅰ, Part 3, No: 36-52), and the mean of the total of the seven dimensions' scores is defined as talents' KDS (key-degree in organizations), so as to reflect the general level of the characteristic strength for talents' organizational performance.

4.3.2.2 Mediator Variables

Job attitude variable (Organizational Commitment, Job Satisfaction, and Apperceived Mobility) and Job Coupling variable (On-job coupling and Off-job coupling) are the main mediators influencing turnover desirability as the model. Wherein:

The revised job coupling consists of the six descriptive dimensions and 25 items (see the questionnaire in Appendix Ⅰ, Part 1, No: 1-25). Most descriptive items of job coupling can be evaluated according to Likert 5-scales or 7-scales, thus, for unifying the measuring standard, according to suggestions of Mitchell (2004), all standardized into point with Likert measuring indicator based on their causality supposed.

The questionnaires of job satisfaction and organizational commitment among job attitude variables have been widely used. Job satisfaction refers to the degree talents like their jobs, it can be divided into the general satisfaction to their jobs and satisfaction to job elements or factors. The former is believed to be more favorable for revealing the linkage between various influential factors and talents' general satisfaction in their jobs (Zhang, 2004). Therefore, a general job satisfaction measuring with 4 items is adopted in the research.

Organizational commitment usually refers to the loyalty from employees to a certain organization with social relations. Organizational commitment can be treated as a kind of psychological contract. In the organization in which talents belong to, organizational commitment may also be divided into commitment to their managers, to working group and to the whole organization according to differences in subject level and commitment effect. In research on turnover models, the measurement of talents' organizational commitment is mainly at the level of the entire organization. The questionnaire indicator mainly focuses on three dimensions from Meyer and Allen (2000) which are normative commitment, affective commitment and continuance commitment. However, because the continuance commitment dimension includes contents concerning withdraw tendency and turnover cost, thus, the organizational commitment measuring indicator consisting of the former two dimensions usually in turnover models.

According to March and Simon (1958), the Apperceived Mobility was be defined as individuals perceived job opportunities they are competent and willing to accept, the conception has been used extensively. It is believed this variable directly leads to talents' withdraw tendency. As a result, the operational connotation of its measurement has been enriched continuously, which includes the quantity and quality of jobs available, hindrance against mobility, flexibility of career transition, individuals' mobility, and social relations (Allen, Rodger, 1999).

With demands for discussing talents' organizational performance and its relation to the perceived mobility, the common perceived mobility measuring indicator is used by Zhang (2004) based on the three items in the original indicator (A: Is it easy for you to find a job as good as the current one in other organizations? B: Is it easy for you to find a job better than the current one in other organizations? Is it easy for you to find a job far better than the current one in other organizations?). This study distinguishes it into two aspects, namely local and out-of-town to explain clearly talents' turnover behaviour. Thus, two items consist of local and out-of-town apperceived mobility is formed. The average of the total items is the talents' apperceived mobility in general. As shown in Part II and Part V of questionnaire attached, four items describe job satisfaction and six items describe organizational commitment, and two for apperceived mobility respectively.

4.3.2.3 Dependent Variable

As Allen's definition (2001) withdraw tendency is usually regarded as a precursor variable can result employees choice to quit or stay. It is treated as the dependent variable in proposed model in the study. According to the understanding of respondents and requirements of research, this type of measuring indicator is measured in terms of local withdraw tendency and non-local withdraw tendency, and mean of the two

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tendencies' total statistical value is defined as withdraw tendency from organizations, as shown at Part V of questionnaire in Appendix Ⅰ.

Wherein, local withdraw tendency includes, During my most valuable career period, I will consider leaving this organization to find a better job in the same city with the minimal benefit loss to this organization; Currently, I'm considering other work opportunities in the same city; With my current condition, I think it is not difficult for me to find a better job in other organizations in the same city.

The non-local withdraw tendency includes, During my golden-career period, I will consider leaving this organization to find a better job in another city with the suitable benefit loss in this organization; Currently, I'm considering other work opportunities in another city; With my current condition, I think it is not difficult for me to find a good job in other organizations in another city.

This way of divisions in the research is to discover the different influence of the two type of withdraw tendencies, and in general, those talents with non-local withdraw tendency are regarded as potential group prefer leaving (Mitchell, and Lee, 2001).

4.3.2.4 Moderator Variables

In the study on talent retention/ turnover model, moderators are those drawing special attention of researchers, or possessing special moderating effect, or interpreting meaning to the relation between model's exogenous independent variables and dependent variable in actual circumstance. In general, the interaction between these two group of variables and corresponding interpreting variables (like talents' organizational performance characteristics) is identified and compared for investigating the significance of their moderating effect. Moreover, moderator variables may usually better reveal the mechanism formed by the causality between variables of research

model because the influence to talents' value elements or their simultaneous interpreting factors (Allen, 1999; Lee and Mitchell, 2004).

In the multi-route media chain between talents' performance and turnover model of Allen, et al., (Allen, 1999, 2001) two kinds of adjusting variables are interacted with employees' performance which are reward contingency and performance visibility. Talents with higher performance to receive greater rewards depending on the assumption that rewards are tied to performance. Therefore, perception of performance-reward contingency is included as a moderator variable. Similarly, argument that higher performers will have more job opportunities depends on the assumption that higher performance visibility; therefore, visibility of job performance is also included as a moderator.

The connotation of reward fairness substantially includes both the significance of job reward level to employees' participation in certain organizations, and behaviour effect of reward fairness based on performance principle, and the process caused hereby is regarded as mechanism from adjustment of talents' performance and generation of movement desirability.

As for the latter – visibility of performance, Allen (2001) adopts a three-item measuring indicator for the visibility of talents' performance in empirical research on subsequent two-routes model, arriving at desirable verification result. This study have discussed that visibility can vary by individuals, jobs, or occupations. To the extent that individuals differ in their perceptions of how visible their performance are, these perceptions should influence the extent to which individuals of varying performance levels perceive that they have alternative employment opportunities. An example is "It is easy for prospective employers to tell if I am a good employee" (1= strongly agree, 5= strongly disagree).

Following existing research achievements, this study employs factor analysis on explorative samples to obtain adjusting variables with relatively high measuring character for model expansion hypothesis. That may expand and abstract more effectively, targeting at the subject investigated, the adjusting variables which influence their organizational behaviour performance and withdraw tendency from organizations. As shown as the questionnaire in Part Ⅳ of the paper for measuring indicator of adjusting variables. In the above measuring indicators, point values are measured according to 5-point Likert scale for obtaining the mean value of the total of all dimensions' scores.

4.3.2.5 Population and occupation feature variables as control variables

Such control variables of population and occupational features, after holding sufficient information of key interpreting variables, usually have no significant interpreting effect on dependent variables of model research. In addition, such variables, compared with key interpreting variables, are regarded as lacking specific interpreting meaning, but scholars and organizational administrators may care more for the forecasting effect of key variables to people' behaviour. For instance, age as kind of influence factor may have some interaction with substantial variables, but it is generally believed that such variables are not caused by the factor of age itself (Zhang, 2004). Moreover, this type of variables is usually arranged in the last part of a questionnaire, and it is to avoid arousing repulsion of respondents (see part Ⅵ of the questionnaire for such variables).

4.3.3 Primary analysis

In the process of dispensing and collecting the questionnaires, the same questionnaires will be inspected as the measuring indicator for talents' key-degree. In addition, SPSS is used for conducting factor analysis, as shown in Table 4.5, on Job coupling structure variables and internal reliability analysis on the internal consistency of questionnaire variables (Cronbach α, as shown in Table 4.6).

Based on the results of analyses in Table 4.5 and Table 4.6, Cronbach's Alpha (α) is the average of all possible split- half coefficients resulting from different ways of splitting these scale items. The coefficient varies from 0 to 1, and a value of above 0.6 generally indicates satisfactory internal consistency reliability (Naresh, 1993, 1999, 2004). Result, α values of Job coupling variables are all higher than 0.7.

Table 4.5

Job Coupling Variables Rotated Component Matrix (N= 108)

	Component		
	F_1	F_2	F_3
1 org- fitness	0.882	0.215	-0.128
2 org- linkage	0.191	-0.033	0.864
3 org- sacrifice	0.874	0.156	-0.053
4 on-job coupling	0.952	0.173	0.249
5 com- fitness	0.247	0.847	-0.078
6 com- linkage	-0.204	0.320	0.784
7 com- sacrifice	0.187	0.842	0.064
8 off-job coupling	0.090	0.913	0.390

	Initial Eigen-value		
	Total	% of Variance	%Cumulative
F1	3.0251	33.61	33.61
F2	2.913	32.36	65.97
F3	1.759	19.55	85.52

Table 4.6

Statistic Information of Sample Questionnaire (N=108)

Type		Variable	M	SD	Cronbach α
Population feature variables	Gender	Male	0.54	0.498	
	Age	Year	34.9	8.3	
	Marital status	Married	0.84	0.367	
	Current org-years	Year	9.9	6.8	
	Career years	Year	10.1	6.7	
Occupation feature variables	Job-rewards per year	20-30 thousand	0.52	0.50	
		30-50 thousand	0.17	0.38	
		Above 50 thousand	0.03	0.17	
	Speciality types	Technologist	0.47	0.49	
		Distribution/ Operation	0.34	0.47	
		Executive	0.16	0.37	
Job coupling Variables		On-job coupling	2.57	0.21	0.86
		Org- linkage	1.42	0.26	0.71
		Org- fitness	3.24	0.39	0.79
		Org- sacrifice	3.06	0.17	0.81
		Off-job coupling	2.79	0.18	0.75
		Com- linkage	1.16	0.37	0.73
		Com- fitness	3.70	0.30	0.87
		Com- sacrifice	3.67	0.15	0.90
Movement Desirability		Job-satisfaction	3.12	0.49	0.74
		Org-commitment	2.60	0.40	0.84
		Apperceive mobility	2.83	0.68	0.91
Performance (KDS)		Key degree scale	3.97	1.02	0.86
Withdraw tendency		Total withdraw tendency	2.21	0.25	0.89
		Local withdraw tendency	2.02	0.19	0.78
		Non-local withdraw tendency	2.40	0.36	0.83

Note: Population and occupation variables, except age, current org-years and career years, are all Dummy variables, mean $\in$ [0, 1], Female, Unmarried are taken as default values.

Though the general job coupling has high factor loading in all three factors, organization-linkage and community- linkage variables with high factor loading among its structure variables are distributed in F3; and organization-fitness and organization-sacrifice which belong to on-job coupling are distributed in F1; community-fitness and community-sacrifice which belong to off-job coupling are distributed in F2. This finding reveals that Job coupling measuring indicator has relatively high internal consistency reliability or validity in this type of organization samples. The result is consistent with similar analysis of Lee, (2004).

4.3.4 Correlation and OLS multi- regression analysis

For the result of coefficient matrix analysis, as shown in Table 4.7, on the structure variable of sample data, it is obtained by using SPSS statistical software and targeted at investigating the correlation of the sample's main structure variables.

Table 4.7

Sample's Structure Variables' Correlation Matrix (N=108)

	1	2	3	4	5	6	7	8	9
1	1.00								
2	0.321*	1.00							
3	0.580**	0.504**	1.00						
4	0.370**	0.524**	0.443**	1.00					
5	0.103	0.106	0.208*	0.218*	1.00				
6	-0.214**	-0.201**	-0.108	-0.143*	0.130	1.00			
7	-0.163 *	-0.111*	-0.102	-0.104	0.105	0.07	1.00		
8	-0.304**	-0.258**	-0.118	-0.132	0.219*	0.208*	0.107	1.00	
9	-0.316**	-0.303**	0.107*	0.118*	0.253**	0.488**	0.404**	0.108*	1.00

Note: 1, non-local withdraw tendency; 2, local withdraw tendency; 3, non-local apperceived mobility; 4, local apperceived mobility; 5, key degree scale; 6, org-commitment; 7, job satisfaction; 8, off-job coupling; 9, on-job coupling. "*" $p < 0.05$; "**" $p < 0.01$; Two-tailed tests

As it is anticipated, the result shows that traditional job attitude variable (job satisfaction and organizational commitment) and withdraw tendency from organizations (including non-local and local withdraw tendency) exhibit significant negative correlation ($P<0.05$ and $P<0.01$).   Apperceived mobility and withdraw tendency from organizations exhibit significant positive correlation ($P<0.01$). On-job coupling and off-job coupling exhibit more significant negative correlation to withdraw tendency from organizations ($P<0.01$ and $P<0.01$). But, job coupling exhibits significant positive correlation with job satisfaction and organizational commitment, wherein on-job

coupling is more significant (P<0.01). KDS is both significantly correlated with on-job coupling (P<0.01) and off-job coupling (P<0.05) but is not so with job satisfaction, organizational commitment, and withdraw tendency from organizations (P>0.10).

As is indicated by the result of coefficient matrix, Job coupling variable may, the investigated samples, be of stronger influence on talents' withdraw tendency from organizations compared with the traditional attitude variable. And is more closely correlated with talents performance character- KDS. Therefore, it needs to further conduct Multi- Regression Analysis on sample data to investigate the net influence of introduction of Job coupling variable to the Withdraw tendency and to further hypothesize possible causality on the basis of existing related studies.

In this study, multi-regression by the basis of SPSS statistic software, on various variables and withdraw tendency from organizations, draw on the thought of hierarchical multi- regression analysis, design 5 linear OLS regression model with the dependent variable- withdraw tendency from organizations.

- The independent variables of Model 1 only include items of population and occupation, within, except the Time, other are all dummy variables);

- Model 2, on the basis of Model 1, adds Apperceived mobility, Organizational commitment, Job satisfaction, and KDS the performance features;

- Model 3 introduced 3 structure variables of On-job coupling;

- Model 4, on the basis of Model 3, introduced 3 structure variables of Off-job coupling variables;

- and Model 5, on the basis of Model 2, introduced On-job coupling and Off-job coupling variables.

In the last model, according to the definitions of Lee and Mitchell (2003, 2004), on-job coupling and off-job coupling variables are adopted as the averages of their own 3

structure variables respectively, since the collinearity of general job coupling with its structure variable (it is shown in the factor analysis of Table 4.8). OLS regression is conducted next step, through investigations of significance, from standard regression coefficient of corresponding variables and R^2 compared to Model 2.

This study compares the significance of the variables newly-introduced in each model, which influences to talents' withdraw tendency as shown in Table 4.8. Investigations are conducted respectively on the significant level of F-test, D-W test value, variance inflation factor (VIF) and probability distribution diagram of residual. The results show that the F-test value and D-W test value both meet the requirement of effectiveness.

Table 4.8

OSL Regress Analysis Results for Withdraw Tendency (N=108)

Type of Variables		Model 1	Model 2	Model 3	Model 4	Model 5
Demographic variables	Male	0.29^*	0.15^*	0.11^+	0.12^+	0.10^+
	Age	-0.18^*	-0.11^+	-0.03	-0.01	-0.02
	Married	-0.19^*	-0.21^*	-0.11^*	-0.09^*	-0.03^+
	Current org-years	-0.09^*	-0.08^+	-0.03	-0.04	-0.02
	Career years	-0.13^*	-0.06	-0.04	0.00	-0.01
Occupation feature variables	20-30 thousands	0.10^*	0.07	0.02	0.03	0.01
	30-50 thousands	0.04	0.01	0.00	0.00	0.00
	Above 50 thousands	-0.07	-0.02	-0.03	-0.01	-0.05
	Technologist	0.16^*	0.09^+	0.06	0.04	0.03
	Distribution	0.01	0.00	0.00	0.00	0.00
	Executive	0.07^+	0.03^+	0.04	0.02	0.00
Movement Desirability	1.Apperceive mobility		0.60^{**}	0.62^{**}	0.65^{**}	0.68^{**}
	2. Job-satisfaction		-0.23^*	-0.16^*	-0.17^*	-0.15^*
	3. Org-commitment		-0.32^*	-0.15^*	-0.16^*	-0.14^*
Performance (KDS)	4. Key degree scale		0.07	0.05	0.06	0.04
Job Coupling	10. On-job coupling					-0.20^*
	11. Org- linkage			0.10		
	12. Org- fitness			-0.24^*		
	13. Org- sacrifice			-0.34^{**}		
	14. Off-job coupling					-0.24^*
	15. Com- linkage				0.08	
	16. Com- fitness				-0.34^*	
	17. Com- sacrifice				-0.36^{**}	
R^2		0.32	0.37	0.51	0.58	0.64
R^2 be adjusted		0.17	0.28	0.36	0.41	0.52
D-W test		1.99	2.12	2.11	2.08	2.20
Max-VIF		2.61	3.53	3.79	3.68	3.93

Note: Significance "$+$" means $p<0.1$; "$*$" means $p<0.05$; "$**$"means $p<0.01$; R^2 ANOVA, $p<0.000$; Two-tailed tests

4.3.5 Revelation of OLS multi-regress result

Percentage of gender in all Chinese and Malaysians are similar (54% and 46% as shown in Table 4.6) in the investigated respondents with more representatives. In terms of the relation between the population, occupation features and talents' withdraw tendency from organizations of Model 1 (to see Table 4.8), the fixed years of samples' in current employment are same as their whole career years, most respondents are 28~45 years old, in the prime period of their career. It has formed stable dependence on the career development with stable career and social linkage. With their linkage, they can get various resources. However, the difference in gender with mobility (such as female talents may desire stable occupations), different human capital advantage, professional advantage and corresponding reward package, all of these may be directly perceived by individual talents and motivate them pursuing more suitable and better job opportunities.

In Model 1, variables which have relatively strong influence on individuals' withdraw tendency from organizations, such as gender, marriage, education level, and length of career service, rewards and professional state, respectively exhibit positive or negative effects which can preliminarily verify the general ideas mentioned before.

Along with introduction of other variables in the investigated samples, the variables of population and occupation show less influence on withdraw tendency. Therefore, it is necessary to consider new factors which have significant effect beyond these traditional variables. Some scholars' study also exhibit that the significance of influence from population and occupation may be controlled along the introduction of new effective variables (Zhang, 2004).

In the 5 OLS regression models of this paper, the similar status are primarily verified by the diminishing significance of population and occupation variables in interpreting talents' withdraw tendency from organizations along with the increment of the coefficient of determination R^2/adjusted R^2.

Based on the analysis result of Model 2, the model mainly introduces traditional job attitude variables which are movement desirability consisting of job satisfaction and organizational commitment, and apperceived mobility. Meanwhile, the KDS as the independent variable which reflect the degree of talents' performance character has been introduced exploratively.

In the premise of controlling the variables of population and occupation, can discover that KDS is of positive effect to the withdraw tendency from organizations, but not significant. Besides that, traditional job attitude variables have significant positive or negative effects on the withdraw tendency from organizations which are consistent to most of previous research. Based on the correlation analysis mentioned above, the connotation of KDS embodies as the unique networking advantage across borders of organizations, which is possessed by talents in their individual development and creation of organizational values. And it is easy to be perceived and identified by competing companies for their high performance visibility (Allen, Rodger, 1999).

Therefore, a situation in which external competitors may provide better job opportunities may be formed. In this way, the higher talents' KDS is, the higher apperceived mobility that may be perceived ($P<0.05$). Moreover, apperceived mobility and withdraw tendency from organizations exhibit obvious positive effect, thus it is likely that talents' key-degree may show significant positive correlation with their withdraw tendency from organizations through the apperceived mobility. From the perspective of the media chain theory in the model on talents' voluntary turnover, the

talents' KDS may, by way of multi-route media variables with ability to strengthen their performance visibility, generate positive effect on their withdraw tendency and even turnover (Allen et al., 2001).

In reality, the organizational talents, which are defined in terms of professional ability and higher performance characteristics, usually match the preponderant positions in human capital transformation. However, the realization of their mobility is more by means of the coupled social relation network. During survey, this study also find, when asked them which channel they might prefer using to seek better career opportunities now or in the future. All of them list relatives, cooperator in-job, leader, friend or acquaintance, as the most important relation resources. Nobody chose agents in the labour market which lack of linkage advantage of individuals' social capital resources. Therefore, it may require a more suitable media chain model to investigate the relation between talents' key-degree and their withdraw tendency from organizations, for clarifying the relations involved.

In Model 3 and Model 4 with introduce of Job coupling element, such variables are all showed significant negative effect to the withdraw tendency from organizations, and meanwhile, obviously elevate the coefficient of determination R^2/ adjusted R^2 (adjusted R^2 raised from 0.17, .028, 0.36, 0.41 to 0.52). In particular, the negative effects of "sacrifice factors" characterized as the cost of talents' voluntary turnover, is extremely significant among responders in the study. This might explain our responders, who are in their golden career period, are more profoundly dependent on their on-job and off-job social resources and affections they have coupled.

Wherein, "linkage factors" actually characterize the combination of categories and scale of social relations what they have to face and choose in their actual organizational social

life, which is the base for forming their individuals' social capital and meeting their various requirements (Mitchell, Holtom and Lee, 2001).

However, "fitness factors" actually root in the extension of previous fitness study on fitness of employee with job and employee with organization in the off-job domains, more fully reflecting the compatibility and comfort talents perceive in their organizations and living communities on the basis of socialization. Moreover, a type of difficult changed working and living mode might be formed in this way. The sense of fitness to jobs and organizations, directly influencing withdraw tendency of talents from organizations, is also a cognitive variable, pre-determinate and non-affective factor, that measures job satisfaction and organizational commitment (Mitchell, Holtom, Lee et al., 2003).

Parker (2001) showed us in his cross-cultural study on employee-organization in Asian countries, that talents' sense of fitness to organizations is easier to lead to the formation of lasting organizational commitment and length of retention behaviour in organizations, for their collective culture oriented in Asia organizations. At the same time, Job coupling variables, compared with job attitude variables, contain more non-affective factors of social relation (Mitchell, 2003).

In terms of the basic functions of organizational social capital, such factors of non-affective social relation are considered as indispensable context factors in the socialization process of talents' job satisfaction and organizational commitment (Watson, George and Steven, 2002; Requena and Felix, 2003). The introduction of Job coupling variable has lowered the significance of job satisfaction and organizational commitment exhibit in the Model 3 and Model 4 which exhibit an effect that job coupling has more influence on the interpretation. This seems to mirror the above views.

Model 5, with the introduction of on-job coupling and off-job coupling, show an effect similar to Model 3 and Model 4. Moreover, its significance of net effect in influencing withdraw tendency from organizations shows the relative independence, and this is similar to the research result of Lee, et al., (2004).

4.4 Abstraction of Model Adjusting Variables

In the empirical study on talents' performance -- multi-route media chain model, Allen (2001) only inspected the organizational performance "reward contingency" perceived by talents concerning the adjusting variable of employee's movement desirability. Therefore, in order to establish a more suitable adjusting variable of movement desirability, this study organized such variables in two steps as indicated in the following paragraphs.

Firstly, in combination with the development of earlier mentioned KDS measuring indicator, possible measuring items for adjusting variable of movement desirability (after the initial selection, concluded into 13 items from more than 30 items from former scholars studying in adjustment factors in retention, those items was chosen above 50% recognized from 21 responders, as shown in Table 4.9) and 3 measuring items for performance visibility after adapting feedback gained from the pilot group.

The second cycle of identification survey and determination in 150 responders is carried out using questionnaire combining the explorative sample introduced with "Job coupling". The designed survey scores, for instance, "What influence do you believe the following items will have on your job performance and selection of job-hopping: very important (5 scores), considerably important (4 scores), important (3 scores), indifferent (2 scores), and unimportant (1 scores)". Items with an average point value of more than 3 marks are selected, and then after factor analysis, 3 adjusting variable factors for movement desirability and 1 performance visibility are abstracted as shown in Table 4.10.

According to the result of survey in the second step, the fifth, sixth and seventh items in Table 4.9 are eliminated as they scored lower than the standard score of 3 scores. But

the thirteenth item is retained though it is lower than the standard, since the thirteenth, eleventh and twelfths items are both belong to off-job income of talents.

Table 4.9

Adapted items for Movement Desirability and Performance Visibility from the Pilot Group

	Description of items
Adapted items of Movement Desirability	1. The amount of salary is the primary factor when I choose a job. 2. My efforts usually can't result in its due premium or reward. 3. While making decisions on benefit distribution, the organization or department seldom considers the contribution of each member. 4. The employees in our organization or department don't have equal chance to express their opinions as the managing level on the employees' benefit, (or they don't have enough right to adopt corresponding legal measures.) 5. *The amount of salary is the secondary factor when I choose a job opportunity.* 6. *My current job is the main life significance to me for social value.* 7. *In my current job, working with others together combined part of my daily working schedule.* 8. My salary is the main economic resource of my family. 9. My responsibility to my family is the primary factor for me to choose whether to work, where to work and in what kind of organization. 10. When my devotion to work affects the benefit of my family, I will reduce my devotion to work; if the effects are serious and it's hard to overcome, I will change my work. 11. With my professional position and organizational social capital, these relation resources are the main channel which brings me lots of professional projects' benefit, rewards and investment income usually. 12. My social relationship is the main channel which brings me off-job legal benefits, such as rewards of professional counseling, financial investment incomes etc. 13. *The off-job legal incomes occupy a significant percentage in my current career annual income.*
Adapted items of Performance Visibility	14. When I keep in contact with other company's Human resource manager or Chief executives, most of time, they easily understand my strengths required for their organization. 15. *When I keep in contact with other company's Human resource manager or Chief executives, most of time, none of them mentioned my strongpoint.* (*Reverse coded*) 16. There is often some other company's Human Resource manager or Chief executives who invites me to join their project or advises me to change to a better job because of my strongpoint/ achievement at work.

Notes: *these italic items* are with an average point value less than 3 marks

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In the empirical study on model hypothesis in the second stage, in order to simplify and specify as much as possible the relative scale of talents' off-job income, in questionnaire design, this study combined the three into one item, for instance: What is the proportion of all kinds of proceeds you acquired off-job packages in your total annual income through job cooperation and coordination with social relations, for example, scientific research fee, project commission, speciality service, career investment, share proceeds, securities investment, operation consultation, agency service etc. The branches for choice are completely no, 1~50%, 51~100%, 101~200%, 201~300%, 301~500%, and 501% above", and these items are evaluated from 1~7 marks.

Table 4.10

Factors Loading Analysis of Adjusted Items for Movement Desirability (N=108)

	F_1	F_2	F_3
1	0.972	0.103	0.128
2	0.884	0.130	0.274
3	0.891	0.047	0.153
4	0.770	0.031	-0.010
8	0.302	0.897	0.031
9	0.104	0.920	0.082
10	-0.197	0.842	0.024
11	0.030	0.253	0.812
12	0.104	0.131	0.803
13	0.132	0.164	0.699

	Initial Eigenvalues		
	Total	% of Variance	% Cumulative
F1	3.28	32.28	32.28
F2	2.49	25.5	57.78
F3	1.93	19.3	77.08

Extraction Method: Principal Component Analysis.   Rotation Method: Varimax with Kaiser Normalization.

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It can be observed from the result of Factor loading analysis in Table 4.9 on investigating items for adjusting variables in the second step that the adjusting variables of movement desirability with their mean point value higher than a score of 3 scores are mostly distributed on three factors. Items from the 1-4 are related with reward factors since their connotation mainly reflects the equity and impartiality of organizations, which talents perceive with their job reward based on their contribution.

Therefore, it can be defined that F1 as Reward fairness factor. The connotation of the eighth and tenth items reflects the basic opinions of talents on significance of relation between their family and job investment. Define F2 as talents' Family responsibility factor. Items from the eleventh to thirteenth reflect the potential of talents to obtain off-job reward based on their individual advantage in social network resource. Define F3 as talents' Off-job reward factor. It is shown in the factor analysis that the two items of performance visibility after adjustment belong to one factor and α value of their internal consistency inspection is 0.83, showing relatively high convergent validity and psychometric quality.

It is necessary to point out that items from the fifth to the seventh, which are eliminated in the second step, can be regarded as "Occupational aspiration" from the perspective of their connotation and one of the main internal motivational factors of knowledge employees to pursue occupational development. In this status, job reward is in the secondary position (Pan, 2002), usually finding expression in occupational motivation in selecting jobs and organizational start-up behaviours, but it may not be of universality under the current economic. Since most of respondents in this study are MBA candidates, most of them had beyond the beginning stage of "occupational aspiration". Thus these items can be eliminated in research of turnover model.

The Family responsibility, also known as relatives' responsibility, was regarded as one variable influencing talents' resignation in the early research on turnover models, for "A stable job is an important means for talents to fulfill family responsibility". However, some later scholars (Zhang, 2004), in investigations on male talents, found that the family variable had less significant effect from "stable job" as an effective factor to family responsibility. Lee et al., (2004) believed that it may be an interpreting force to link this kind of family factor with performance changes leading to talents' resignation from organizations, since very low performance will lead to dismissal, then, employees will lose their commitment on family responsibility.

Off-job reward has to do with social networking and diversified income sources of talents with high performance in Asian. The richer individual social capital a talent possesses, the more opportunities he or she might get to more off-job income. This type of income may be both a compensation mechanism for insufficient on-job pay of talents with high performance, and a kind of sacrificing factor restricting their turnover behaviour. Up to now, this study determined the model variable measuring indicators applicable to the subject investigated in the second phase of this paper.

4.5 Discussion and Summary

Conclusively, this chapter evaluate primally with internal reliability and contractual validity of KDS, Job-coupling and Moderators. And operate OLS-HRA for the moderators bound, most of results meet acceptable standard.

This study investigates KDS, with SPSS, the internal consistence reliability of the seven indications, and all results are higher than the acceptable 0.7, shows the good psychometric quality of the measuring indicator. For evaluation of validity of KDS, Principal Component Analysis is employed in the study to abstract three relatively independent common factors, as result that the three factors defined interpret 73.71% general variance of performance indications for talents' key-degree.

SPSS is used for conducting factor analysis on Job coupling structure variables and internal consistency of questionnaire variables, α values of Job coupling variables are all higher than 0.7. The result is consistent with similar analysis of Lee and Mitchell, (2004).

In terms of the result of OLS regression model, the following preliminary inspirations through pilot samples should be further expanded.

Firstly, job coupling, compared with job satisfaction and organizational commitment of mediator variables in the traditional attitude turnover model, exhibits stronger correlation to withdraw tendency, and it may be an important mediator variable which should be taken into account beyond the traditional mediated turnover model, so as to improve the model's interpreting or forecasting force (Mitchell, 2001).

Secondly, KDS, which reflects talents' performance characteristics, is of little significance to the samples' withdraw tendency from organizations, but is significantly

correlated to job coupling, therefore KDS may influent withdraw tendency from organizations by way of job coupling mediator effect logically.

Thus, in Allen's model (2001) of employees' job performance – voluntary turnover, we can introduce job coupling, with its connotation, as an important mediator variable which links together talents' performance features, job satisfaction, organizational commitment, apperceived mobility, and withdraw tendency from organizations, thus in favor of clarifying the mechanism concerning talents' organizational performance and their turnover behaviour from organizations.

Therefore, the main contents of the proposed model in Chapter 3 were explained in logistical analysis by SPSS in primal cycle evaluation. Result is acceptable, took a good foundation for questionnaires' extension in the following cycle.

CHAPTER5 MODEL FITNESS AND MODERATOR INTERACTION

5.1 Introduction

In this chapter, confirmatory analysis will be conducted on the hypotheses for the model of talents' performance and withdraw tendency from organizations, which is put forward in chapter 4 based on the theory of social capital. The aims of this chapter lay in facilitating the understanding and expansion of former retention factors, especially on the effect mechanism on resignation of talents with high KDS features, and further providing a basis for the construction of an effective talent retention model for organizations. This study draws on the model of performance to withdraw tendency, which have both high reliability and validity background in western countries culture from the last 90th, such as Allen (1990, 1999, 2001, 2003), Michell (2001, 2005) and so on. However, in this chapter it will be tested in cross-cultural extensive samples for its adaptability of their measuring indicators in eastern countries.

Therefore, the objective and content of the chapter include, firstly, to further verify the reliability and validity of the questionnaire on the expanded survey samples. Secondly, to confirm the proposed model of talents' organizational performance and withdraw tendency from organizations, for appraising the route effect mechanism of retention factors on the basis of adjusting factors to withdraw tendency. Thirdly, to test the effect of moderators for model hypothesis, evaluate the interpreting force of the interactive effect of adjusting variables with talents' performance and job coupling variables as well as their elements to the route mechanism of the withdraw tendency from organizations.

5.2 Demographic Profile of Sample

In order to further test the research model hypothesis in extension samples across industries, this study expand samples in 3 provinces in China and 3 states in Malaysia respectively, carrying out questionnaire survey according to the principle of inclusiveness and stratified randomness samples from China and Malaysian.

Table 5.1

The Information of Investigative Samples (N=510)

			Samples %	SD
Population feature variables	Gender	Male	46.70	0.499
	Marital status	Married	73.40	0.440
Occupation feature variables	Speciality type	Technologist	59.02	0.500
		Distri/ operational	33.92	0.470
		Executive	7.06	0.260
	Job position/ Technical title	Basic	38.10	0.480
		Medial	46.30	0.500
		Senior	15.60	0.360
	Average age	year	35.20	
	Current service length	year	7.83	
	Career length	year	11.20	
	Job-rewards per year	20-30 thousands	43.70	0.250
		30-50 thousands	46.20	0.440
		Above 50 thousands	9.10	0.220

This study distributed 700 copies of survey questionnaires in 6 regions as stratified random sampling, returned questionnaires 558 copies, of which 510 are acceptable after rejecting those incomplete or falling short of requirements. The ratio between the sample quantity and the 18 hypotheses, are higher than the required 10: 1 in LISREL (Zhang, 2001). And, comparing with 70 items of questionnaire in this study, 510 acceptable resounds are satisfied with the demand of SEM as 5:1 level. The reclaimed

valid questionnaire data are completely inputted into the SPSS and LISREL statistical software. The main population items as shown in Table 5.1.

The population character as shown in Table 5.1 generally reflects the information of samples randomly and representatively. Most of the age range is less than 50 years. Namely, the tested responders are basically in the prime value career period. For the specialty type should be mentioned as different department, such as technologist should be the R & D center technologist, scientist, engineer etc. Distributional and operational talent should be in supply chain and product or first line managers. Job position or technical title means executive ranking or technical ranking, such as top, middle or first line managers, or different technical title which professor, lecture or top and middle engineers. Job rewards just conclude the payment of job package without off-job rewards. Moreover, samples are concentrated at the group with high or middle professional titles. Basic aim of this study is to discover more significant retention factors and effective routes for talents with higher performance features. The high educational level of MBA group, tallies with the requirements for basic quality of the talents with high organizational performance feature -- the key respondents desired in the research for investigation.

5.3 Selection of Statistical Methods

In view of the structure of the hypotheses for the research thinking of talents' organizational performance with retention factors or withdraw tendency from organizations, which is put forward in this study based on job coupling, the empirical inspection on it mainly involves three aspects.

- Firstly, to test whether or not the variables' structural relation of integral routes of the model are tenable;

- Secondly, to test whether or not the effect of intermediate variable exist and how about its significance;

- Thirdly, to test the adjusting influence of interactive effect is tenable.

This paper starts from the mainstream analytic methods by western scholars (Allen, 2001; Zhang, 2004), in empirical inspections on this type of mode and their comparability, and in allusion to the first question of the integration inspection on the structural relation of model routes and the second question of the significance inspection on the effect of the model's mediator variable. Adopt confirmatory analysis, which fits well to such research and is increasingly used extensively– the "Covariance structure models" and "Maximum Likelihood (ML)" from "LISREL" (Structural Equation Modeling, SEM) to analytic hypothesis and databases in the models.

The last two decades, Structural equation modeling (SEM) has emerged as a powerful data analysis tool for research in the Social Sciences, Education, and Psychology Sciences. With the advent of SEM computer programs such as LISREL and EQS and so on, SEM has become a well-established and respected methodology. Structural equation modeling (SEM) techniques include path analysis and confirmatory factor analysis (CFA). SEM is a statistical method used to analyze the covariance structure analysis, integrates with factor analysis and path analysis. The main characteristic of SEM is that it can

effectively control the influence of measurement error, especially for the design of measurement tool (Mueller, 2001).

Following the introduction of basic concept, structure, principle and characteristics of SEM, the paper provides a specific case on how to apply SEM to design mathematical belief scale, and discussed its application in talent retention area. SEM construct the hypothesis models to be tested into measuring model and latent variable structure equation model according to the model identified variables and latent variables of the relation between idea constructs. Utilize the Maximum Likelihood and other criteria to minimize the deviation between the variance-covariance of the model's variables and the model's estimated variance-covariance, and obtain the parameter estimation on that the general parameter of model meets the judgment criteria (impartiality, consistence, and validity, etc.).

Meanwhile, through setting and adjusting route relation between model variables, obtain meaningful models, which may provide reasonable interpretation to hypotheses and have better fitness. In this way, the model analysis after final revision may be compared and judged revealing model relations at certain statistic significance level.

In comparison with the traditional statistic analysis such as Multiple Regressions, Simultaneous equation, and Factor analysis, SEM analysis has its advantages in:

- having no strict restrictive conditions and meanwhile allowing measuring error in independent variable (IV) and dependent variable (DV);

- possibility to conduct analysis on the relation between latent variables;

- allowing integrative evaluation on model by way of fit inspection on the variance-covariance matrix of model variables (Hou, 2004).

As for the integrative evaluation on model fitness, multi-index evaluation in common use is adopted according with suggestions of Bollen (1989, 1990), and indexes include: χ^2 and RMSEA (root mean square error of approximation, Steiger, 1990) which reflect the fitness of the variance-covariance matrix generated by the model to the original variance-covariance matrix; GFI (goodness-of-fit index) and AGFI (adjusted goodness-of-fit index) values which reflect the absolute fitness of the entire model (Joreskog, Sorbom, 1993); NFI (norm fit index) and CFI (comparative fit index) values which reflect the relative fitness and PNFI (parsimony normed -fit-index) and PGFI (parsimony goodness-of-fit index) values which reflect the parsimony fitness of the model's relation structure (Bentler et al.,1980, 1987, James et al.,1982).

In general, the standards of these appraising indexes are: the less the significance of χ^2, the less the difference between the variance-covariance matrix extended in the model and the observed variance-covariance matrix, and the higher the model fitness. Generally, the ratio between χ^2 and degree of freedom is required below 2; the approximate error covariance of RMSEA for characterizing the model's integral fitness is generally required lower than 0.1; GFI, AGFI, NFI and CFI are generally required larger than 0.9; and the higher PNFI and PGFI the better analysis result.

It is important to make use of SEM to modify the hypothesis model put forward in the paper. In terms of pure parameter relation, the model route may be reset and readjusted, by way of judging the modification index (MI) based on the previous model's output result, until the model with the best fitness is gained. However, based on the confirmatory principle for the model of theoretical hypotheses put forward in the paper, only those meaningful parameter routes with reasonable interpretation will be changed. Its aim of exploring lies in not only theoretical hypotheses which fit in statistics data but also provide truthful interpretations to parameters (Hou, 2004).

Therefore, as for the strategy for adjusting models, the relatively conservative strategy suggested by Bollen (1989) (so-called Addition strategy) is adopted in the paper. Existing theoretical hypotheses are used as for bases of adjusting principles. The concrete operation is according to theoretical rationality, add one route in each adjustment utilizing MI index, and do it repeatedly till the insignificance of χ^2 value is improved.

In allusion to the third question in the significance inspection on the interactive effect of moderator variables, the paper employs the widely-applied "Hierarchical Regression Analysis". The main idea of adopting hierarchical regression is to analyze the interactive effect of model variables, hierarchical regression is a kind of method, which will endow the variation effects leading to same dependent variable into a special predicative variable system, example introduce the interactive variable or mediator variable in hypothesis.

Its general appraisal principle is that, as for the two models formed by variation effect, if the amount of variation interpreted by one model, the degree of model's fit to data is higher, and the model is more superior. The difference in the amount of variation interpreted by the two models may be estimated by significance inspection. Namely, if one model introduces one more predicative variable or one more group than the other model does, and result is, the model with more predicative variables has better interpreting force or more significant than the other model with less. Therefore, the introduced predicative has more significant interpreting force to the dependent variable than others.

In evidence, Hierarchical regression, as the development of traditional multiple regressions, just like simplex variable Step-regression of dependent variable model, is to compare a series of regression models established based on research hypothesis, and

every model contains a predicative variable which is not introduced by previous model. If the amount of variance interpreted by the model is more than previous one (in F test), it shows that the predicative variable introduced has significant additional contribution, generally, indicated by the increment of the coefficient of determination, R^2, namely $\triangle R^2$. SPSS statistic software can be used to conduct F test on the significance level of $\triangle R^2$ between models (George Dunbar, 1998).

In accordance with the suggestion of Allen (2001), at the time of using the interactive effect of the adjusting variables in such statistic analysis mode for inspecting model hypotheses, this study takes the corresponding direct dependent variable (may be a mediator variable at certain level) as the common dependent variable for the system including a group of independent variables respectively at each level of mediator variable, to inspect the significance of the interpreting or forecasting force of the interaction between the adjusting variables and corresponding independent variables to the common dependent variable (may be judged through T test on the standard regression coefficient and F test on $\triangle R^2$).

5.4 Reliability and Validity of Questionnaire

The investigation in the phase of empirical models continues to use the measuring indicator, which is developed in the first phase, and measuring indicator consists of 5 kinds of variables.

Independent variable of the hypothesized model is talents' KDS, 7 dimensions and 17 items, reflecting their high organizational performance feature; Dependent variable is Withdraw tendency from organizations, respectively composed 2 dimensions of local and non-local withdraw tendency.

Model mediator variables are: Job satisfaction with 1 dimension and 4 items; Organizational commitment with 2 dimensions: Affective commitment with 3 items and Normative commitment with 3 commitments, reflecting talents' Mobility desirability; On-job coupling and Off-job coupling are respectively composed of 3 dimensions of linkage, fitness and sacrifice with 25 items, reflecting talents' Job coupling degree; Apperceive mobility composed of 2 dimensions which are local and non-local mobility.

Adjusting variables in the model, include Reward fairness (4 items), Off-job reward (1 item), and Family responsibility (3 items), which direct at the route of Mobility desirability; and Performance visibility (2 items), which directs at the route of Apperceived mobility;

Population and Occupation features as control variables as shown at Table 5.1. Based on research of scholars (Allen, 2001; Liao, 2007) and the preliminary result of Hierarchical regression analysis, Population and Occupation feature variables in turnover model exhibit decreasing influence to Dependent variables, or be replaced. The effect of control variables to talents' withdraw tendency from organizations are

elucidated in the regression analysis. Therefore, analysis in this section is mainly on the quality of measuring indicators for the above four types of variables.

Investigation on the quality of questionnaire's measuring indicator is mainly on its reliability and validity. In the paper, the internal consistency reliability (α coefficient) and constructs' structural validity, widely used now for measuring indicator, are employed for appraising the quality of questionnaires. Wherein, Confirmatory factor analysis (CFA) is mainly used in the analysis on the structural validity of measuring indicators. The coefficient α for reliability will be test in SPSS. Generally, it is usually believed that α coefficient should be higher than 0.6 (Lee, and Mitchell, 2003, 2004; Naresh, 2004).

Such analyses on reliability and validity and optimal adjustment on statistic variables will benefit to establish relatively reliable foundations for analysis on major variables and model inspection. Therefore, though the validity of measuring indicators for major variables, which are involved in the hypothesized model of the paper, has partly gained desirable psychometric supports in related research before, it is still necessary to carry out such inspections, on job coupling measuring indicators when such indicators are first applied in MBA samples.

In the process of analyzing questionnaires' measuring indicator, the Confirmatory factor analysis (CFA) in LISREL is used firstly for observing the factor loading of measuring items for ideal constructs, and items with loading above 0.5 are retained in the general optimization principle (Lee and Mitchell, 2003, 2004; Zhang, 2004).

As shown at Table 5.2 for the result, it can be observed, the reward fairness reduce one item with factor loading lower than 0.5. The rest constructs all have factor loads above 0.57; this generally reveals that the construct dimensions of every variable in the

measuring indicator have good convergent validity. Wherein, as comparison, the analytic dimensions for 7 constructs in talents' KDS, the maximum load distribution relation are similar to aforesaid distribution, are distributed in the same 3 factors (structure, relation, and cognitive factor) with SPSS. This preliminarily shows better stability of measurement of measuring indicator. Result reflects the level of talents' organizational performance feature can be condensed into 3 factors and convergence and discrimination validity of the measuring indicator to be characterized into 3 factors.

On the basis of factor loading analysis on the major variable constructs of the hypothesized for talents' organizational performance– withdraw tendency from organizations, this paper investigates the internal consistency validity (coefficient α) of various main variables and statistic description indexes of variables, and got a satisfied result: coefficients α of all variables are above 0.7, as shown in Table 5.3.

Table 5.2
The Factor Loading of Major Variables

		No. Q	Total	1	2	3	4	5	6	7
DV	**Withdraw Tendency**		6							
	local withdraw	65-67	3	0.87	0.75	0.81				
	Non-local withdraw	68-70	3	0.82	0.69	0.86				
IV	**Key Degree**		17							
	Interconnection	36-38	3	0.85	0.88	0.75				
	Transfer Advantages	39-40	2	0.83	0.81					
	Trustiness	41-43	3	0.77	0.61	0.82				
	Team Affinity	44-45	2	0.85	0.84					
	Irreplaceability	48-49	2	0.91	0.83					
	Innovation	50-52	3	0.84	0.86	0.73				
	Influence of associate performance	46-47	2	0.82	0.87					
Med -V	**Job-Satisfaction**	26-29	4	0.84	0.85	0.81	0.89			
	Org-Commitment		6							
	affective-commitment	30-32	3	0.79	0.71	0.84				
	normative-commitment	33-35	3	0.67	0.77	0.83				
	On-job Coupling		15							
	Org- fitness	1-4	4	0.82	0.78	0.71	0.66			
	Org- sacrifice	9-15	7	0.65	0.79	0.67	0.80	0.87	0.81	0.79
	Org- linkage	19-22	4	0.69	0.84	0.83	0.57			
	Off-job Coupling		13							
	Com- fitness	5-8	4	0.85	0.86	0.78	0.68			
	Com- sacrifice	16-18	3	0.70	0.82	0.87				
	Com- linkage	23-25	6	0.72	0.77	0.68	0.84	0.63	0.72	
	Apperceive Mobility		2							
	local mobility	63	1							
	Non-local mobility	64	1							
Mod -V	Performance visibility	61-62	2	0.76	0.89					
	Off-job reward	60	1							
	Reward fairness	53-56	4		0.76	0.82	0.73			
	Family responsibility	57-59	3	0.78	0.70	0.84				

Note: Off-job reward, as a single item, does not undergo factor load analysis; factor loads below 0.5 are not listed in the table. "No. Q", means the No in questionnaire.

Table 5.3

The Statistic Description Indexes and Internal Component Analysis of Main Variables

		Total	Mean	Std. deviation	Cronbach's α
DV	**Withdraw Tendency**	6	2.89	1.07	0.86
	local withdraw	3	2.78	0.85	0.85
	Non-local withdraw	3	3.01	0.42	0.91
IV	**Key Degree**	17	3.25	1.60	0.88
	Interconnection	3	3.27	1.29	0.79
	Transfer Advantages	2	2.68	1.27	0.74
	Trustiness	3	3.08	1.50	0.93
	Team Affinity	2	4.06	1.08	0.74
	Irreplaceability	2	2.95	1.78	0.87
	Innovation	3	3.40	2.01	0.88
	Influence of associate performance	2	3.39	2.40	0.87
Med -V	**Job-Satisfaction**	4	2.81	0.94	0.83
	Org-Commitment	6	3.01	0.65	0.86
	affective-commitment	3	3.30	0.69	0.84
	normative-commitment	3	2.91	0.88	0.80
	On-job Coupling	15	3.06	0.55	0.81
	Org- fitness	4	3.27	1.05	0.87
	Org- sacrifice	7	2.68	0.96	0.88
	Org- linkage	4	3.10	1.22	0.72
	Off-job Coupling	13	3.38	1.23	0.75
	Com- fitness	4	3.31	0.77	0.85
	Com- sacrifice	3	3.29	0.73	0.86
	Com- linkage	6	3.40	1.32	0.71
	Apperceive Mobility	2	2.89	1.50	0.88
	local mobility	1	2.78	1.46	
	Non-local mobility	1	3.01	1.63	
Mod -V	Performance visibility	2	2.58	1.33	0.72
	Off-job reward	4	2.81	0.78	
	Reward fairness	1	2.35	1.32	0.84
	Family responsibility	3	3.61	1.10	0.73

Note: single item can't operate Cronbach's α

In order to investigate the structural validity of core variable constructs in the model, factor analysis is made on the structural validity concerning major structure variables with multi dimensions, in the light of the thought of CFA in LISREL, and corresponding model fitting indexes are adopted as the appraising standard. See Table 5.4 for the result of analysis.

Table 5.4

Structure Viability CFA Analysis of Main Variables

Structure model/ factors	χ^2	df	RMSEA	GFI	AGFI	NFI	CFI
Key degree: 3 factors model	57.4	11	0.08	0.96	0.92	0.91	0.92
Org- commitment: 2 dimensions	25.9	13	0.06	0.98	0.94	0.93	0.96
On-job coupling: 3 dimensions	483.3	227	0.04	0.92	0.90	0.90	0.94
Off-job coupling: 3 dimensions	197.1	74	0.10	0.90	0.91	0.89	0.92
Job- coupling: 3 factors model	31.5	9	0.05	0.94	0.93	0.92	0.96

Based on the result of analysis shown in Table 5.4, the fit degrees of all multi-dimensional construct factors are relatively high. It shows us satisfied result of the structural validity not only from job coupling with 3-dimensional construct structure, but also from KDS with 7-dimensional and 3-factor structure, which is developed in the research. Talents' social linkage factors exhibit relative independent character, and kept a structural validity identical to the previous phase. In conclusion, the analysis result on the questionnaire's measuring indicator for major variables in the hypothesized model of the paper, which is done from three perspectives, shows satisfied applicability of Job coupling measuring indicator in talent candidates under certain cultural background.

5.5 Integrative Analysis on Model Hypotheses

5.5.1 Fitness and Routes Analysis in LISREL

5.5.1.1 General result of Fitting and Goodness

Based on the definitions of variable structure and relation of hypothesized model and analysis requirements of Structural Equation Model, we proposed the talents' organizational performance– withdraw tendency model which needs verification, as shown in Figure 5.1. Wherein, the model's independent variable, talents' KDS, is a latent variable, which need measured with 7 exogenous identifiers.
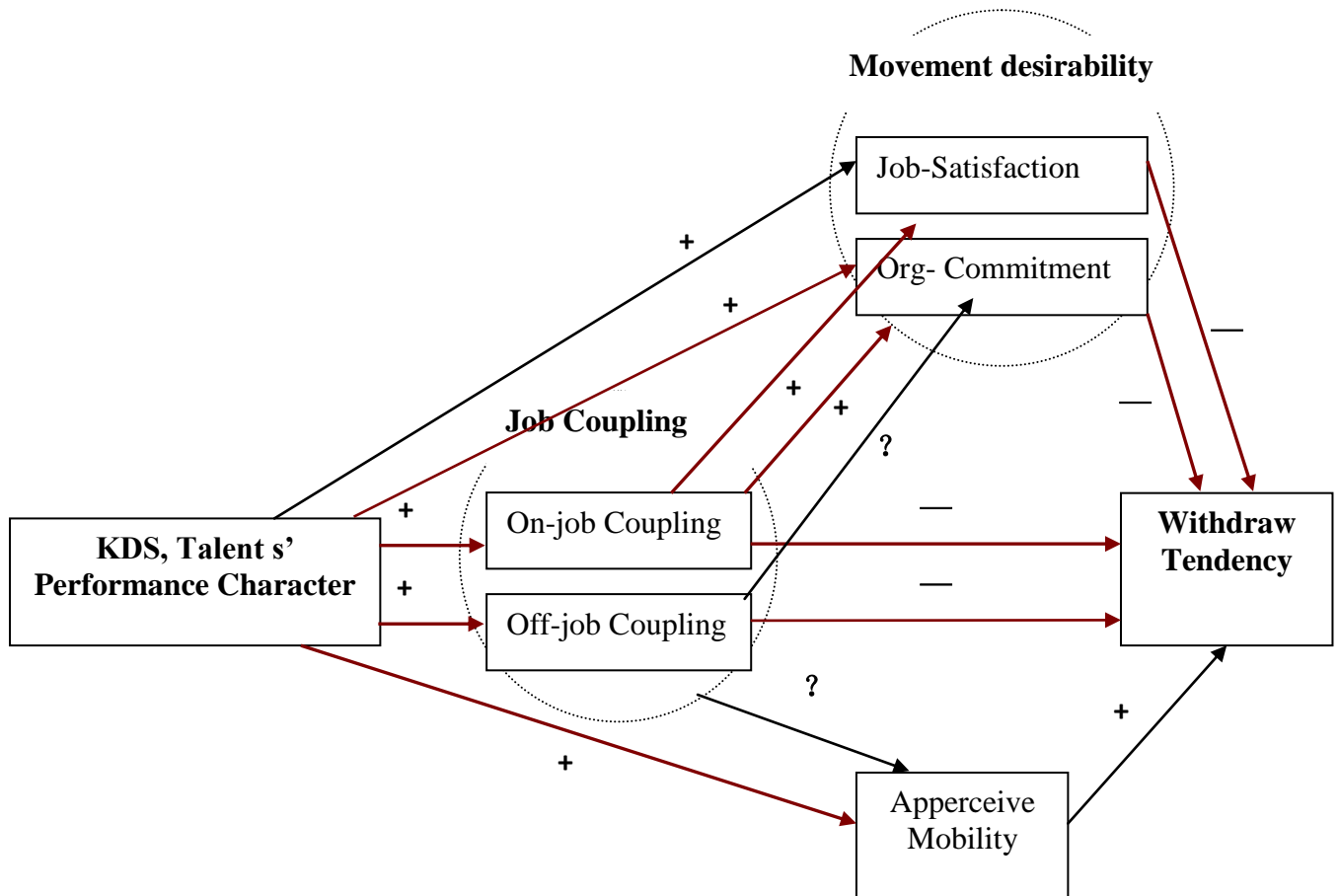
Figure 5.1

Proposed Talent's KDS--Withdraw Tendency Model.

The model's mediator variables - Job satisfaction is a latent variable, which is measured with 1 dimensional identifier (4 measuring items are integrated into one endogenous identifier); and Organizational commitment is 2 dimensional (two endogenous identifiers) integrated latent variable; On -job coupling and Off -job coupling are respectively latent variables (6 endogenous identifiers altogether), which are measured with 3 endogenous identifiers; and the model's dependent variable, Withdraw tendency from organizations, is a latent variable, which is measured with 2 endogenous identifiers. Therefore, the model is provided with 20 observational variables.

In the process of the routes analysis of the hypothesized model, goodness-of-fit of LISREL for the hypothesized route relation of the model shown in Figure 5.1 is first investigated according to the "addition strategy" mentioned above, in allusion to the mediator route relation of the model variables which are to be tested.

As is indicated by the fitness analysis result of LISREL (like MI index), the route relations of selectable model variables are tried step by step, which is judged on the basis whether χ^2 is improved or significantly improved (Allen, 2001). In this way, the following route relations are added successively: talents' KDS to Withdraw tendency directly, Off-job coupling respectively to Job satisfaction and Organizational commitment, and On-job coupling and Off-job coupling respectively to Apperceived mobility directly, but no significant improvement are found to the increment of model fitting index of χ^2. See Figure 5.2 and Table 5.5 for the final route relations of model variables fitted by LISREL and Goodness-of-fit.

LISREL model fitness actually reflects the integral consistency degree between the variance-covariance matrix (theoretical model) which is induced from the logic model parameters and the variance-covariance matrix of the observed variables. From different analytic angles, be used to appraise the integral consistency or the goodness-of-fit

between theoretical model and observed data, by way of constructing corresponding fitness indexes (Hou, 2004).

Along with the increasingly mature application of LISREL, scholars put forward many common indexes for inspecting fitness, such as those shown in Table 5.5, and they also believe that those indexes should be combined, in terms of their functional advantages in inspection, for comprehensive application (Bollen, 1990).
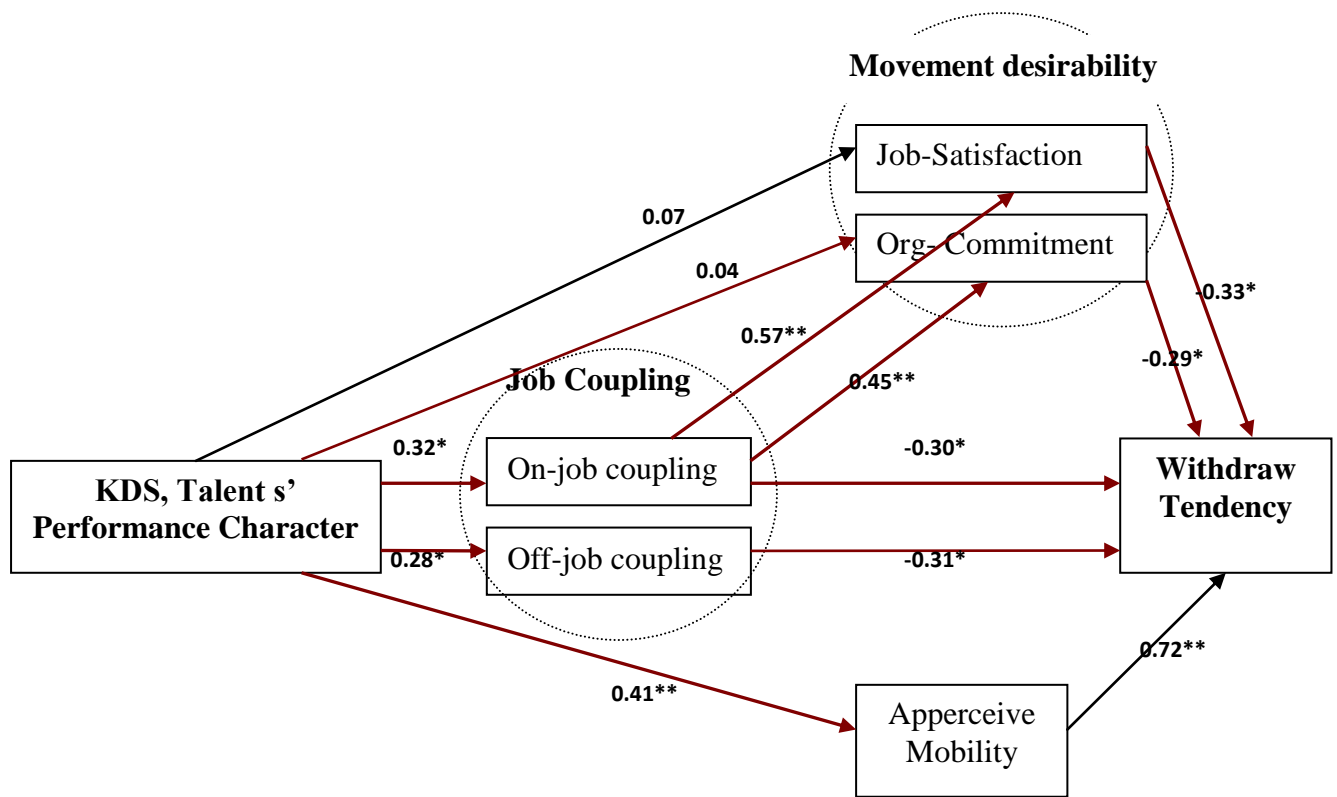
Figure 5.2

Routes Analysis Result of Talent's KDS--Withdraw Tendency Model.

Wherein, χ^2 is the most common chi-square test on model's goodness-of-fit. In the application of LISREL, this statistic quantity is actually used for measuring the "badness of fit", namely, the bigger χ^2, the more difference between the theoretical

model and observed model. However, this statistic quantity is very sensitive to the amount of samples, thus for minimizing its impact on the test of fitness, the ratio between χ^2 and responsive degree-of-freedom (df) is usually used as a "rough rule of thumb" for appraising the model's goodness-of-fit. If the ratio is lower than 2, the fitness is deemed as desirable (Joreskog, 1993). The test value of the model fitting in the paper is about 1.93.

Table 5.5

Index for the Goodness-of-fit of Model Estimated in LISREL

χ^2	df	$\chi^2/$ df	RMSEA	GFI	AGFI	CFI	NFI	PNFI	PGFI
292.94	152	1.927	0.067	0.92	0.9	0.93	0.91	0.62	0.56

RMSEA, the root mean square error of approximation, is an index for model goodness-of-fit put forward by Steiger (1990), belonging to an index of absolute fitting degree. Therefore, its appraisal should combine the investigation on the "confidence interval" of the value. The introducer of the index believes that, in the confidence interval of 90%, the fitting degree is generally acceptable if RMSEA is below 0.10; and it is fine if the RMSEA is lower than 0.08. The test value of the model fitting in the paper is 0.067 within the required confidence interval.

GFI, goodness-of-fit index, and AGFI, adjusted goodness-of-fit index, are two general goodness-of-fit indexes, put forward by Joreskog and Sorbom (1993), for appraising model adequacy. What they test is the weighting ratios of estimate variance are occupied in the sample variance. It is generally believed that the model fits can be acceptable when they are higher than 0.90. The two indexes of the model fitting in the paper are both higher than 0.90.

CFI (comparative fit index) and NFI (Norm fit index) are put forward by Bentler, et al., (1980, 1987), which are mainly used to reflect, by means of comparing chi square values, the relative fitness index for the improved degree of fitness observed in the comparison of fitting between the set model and the independent model. And it is generally believed that, if their values are 0.9 or above, the model fitting is desirable. Both of the two indexes of the model fitting in the paper are higher than 0.90.

PNFI (parsimony normed-fit-index) and PGFI (parsimony goodness-of-fit index), put forward by James, et al., (1982), are the modification indexes respectively to NFI and GFI, and mainly reflect the balance relation between model adequacy and degree-of-freedom. They are used for appraising the conciseness of the fitness of model structures with certain interpreting function and power. And it is generally believed that, if their values are 0.50 or above, the model is acceptable. The two indexes of the paper's model fitting is both higher than 0.50. Therefore, based on the result of the goodness-of-fit estimated by LISREL for the hypothesized model of the paper, the indexes of fitness are all in the reasonably acceptable.

5.5.1.2 Analysis on the standard media-route coefficient

Appendix 5 lists out all standard route-coefficients finally estimated in LISREL model fitting in Figure 5.2. From the perspective of the hierarchy of LISREL model fitting analysis on the model's identifying variables, the 7 dimensions of measuring variables contained in KDS all exhibit high significance ($P<0.01$) to key-degree. The 6 measuring variables which respectively identify the 3 dimensions of On-job coupling and Off-job coupling, all exhibit high significance ($P<0.01$), except organization-linkage and community-linkage, which only exhibit relative significance ($P<0.05$). The measuring variables which respectively identify the 2 dimensions of Organizational commitment

and Apperceived mobility – variables of job attitude all exhibit high significance (P<0.01). All of these shows that the constructs of various variables hypothesized in the model and the construction relation hypotheses of its identifying variables are consistent. From the perspective of the hierarchy of LISREL model route fitting analysis on the model's identified variables, the fitting of routes relation from talents' KDS to Withdraw tendency is basically consistent to the route relation of the model hypothesized in the paper, and all standard route coefficients exhibit relatively high significance (P<0.05 or P<0.01) except the standard route coefficient from KDS to job satisfaction and organizational commitment (P>0.1).

Wherein, talents' KDS is mediated by the apperceive mobility to withdraw tendency, it exhibits obvious positive correlation with Withdraw tendency from organizations (P<0.01), and this indicates that the higher the organizational performance level of talents, the higher the possibility they become "high-risk" group to turnover.

On the other hand, the significance of talents' KDS is mediated by job coupling, it exhibits obvious negative correlation with withdraw tendency from organizations (P<0.05). On-job coupling exhibits relatively significant negative correlation with withdraw tendency from organizations (P<0.05), by its mediator effect to job satisfaction and Organizational commitment, and this preliminarily exhibits key mediator mechanism from job coupling retention factors to restricting talents' drain and reaching their job satisfaction/ organizational commitment.

On the route to job satisfaction and organizational commitment, it is exhibited that talents' KDS is mediated by on-job coupling and shows relatively obvious negative correlation with withdraw tendency from organizations (P<0.05). However, the direct route effect of talents' KDS with Job attitude variables is not significant (P>0.1).

5.5.1.3 Discussion

The result of LISREL confirmatory analysis on the model hypothesis for relation of talents' organizational performance -- withdraw tendency from organizations, a significant multi-route mediator effect mechanism, with Job coupling (especially on-job coupling) as the main mediator variable.

In terms of the direct route coefficient and mediator effect, which reflect the relations between major variables, the research model verifies the significance of traditional job attitude variables (job satisfaction and organizational commitment) as mediator variables, shows negative correlation effect ($P<0.05$) to withdraw tendency from organizations. However, positive relation of the significant correlation effect ($P<0.01$) between apperceived mobility and withdraw tendency from organizations, and this shows its consistency with the common voluntary turnover model and turnover theory.

However, the mediator effect of job satisfaction and organizational commitment respectively on the talents' organizational performance and withdraw tendency are not significant ($P>0.1$), and this is similar to the result of Allen (2001) on the intermediate effect ($P＞0.05$) of job satisfaction.

On the other hand, the research result also preliminarily verifies the relatively significant negative correlation effect ($P<0.05$) between on-job coupling and off-job coupling, which are hypothesized as intermediate variables, and the direct positive route effect of on-job coupling to job satisfaction and organizational commitment is more significant (0.57 and 0.45, $P<0.01$). This is similar to the result of positive correlation between job coupling and the degree of job satisfaction an organizational commitment (0.60 and 0.64, $P<0.01$), which was obtained by Mitchell (2003) and Lee (2004).

Most of the explanations by job coupling variables (linkage, fitness and sacrifice) are considered as "cognitive factors" for talents' "attachment" to organizations (Mitchell, Lee T.W. 2003, 2004). With voluntary turnover as the dependent variable, Lee (2003), based on the verification of the different significance of interactive effect respectively between on-job/ off-job coupling and talents' task/ relation performance, believed that on-job coupling variables is the mediator variables which is nearer to talents' decision to perform, in the quitting process of talents' evolution from maintaining relatively high job performance to voluntary turnover; but off-job coupling variables is mediator variables which is nearer to talents' decision to participate (turnover behaviour).

They also discovered the replaceable interpretation effect between on-job coupling variables, and organizational commitment/ job satisfaction. Therefore, they indicate that it should specify further the effect relations between talents' performance, job coupling variables, job satisfaction variable, and talents' voluntary turnover (Mitchell, Lee T.W. 2003, 2004). On the basis of the modified principle of utilizing sectional data to test the mediator relation of theoretical model which is put forward by Kenny, et al., (1998): if exogenous IV (independent variables) significantly influence the hypothesized MV (mediator variables) which meanwhile significantly influence the DV (dependent variables), the effect relation of MV may come into existence, or cannot be removed.

Therefore, in accordance with such a principle and the result of LISREL confirmatory analysis on the basic model hypothesis for the relation of talents' organizational performance – withdraw tendency from organizations, the six hypotheses (H1 to H6) in the expansion part for relations between the model's mediator variables, which is put forward in Chapter 3 of the paper, are all preliminarily verified as shown in Table 5.6. The other four hypotheses (H7 to H10) in the expansion part for mediator routes of the model based on Job coupling, except H10 (the mediator effect of organizational

commitment to talents' organizational performance and withdraw tendency from organizations, P＞0.1), H7, H8, H9 are verified in significant mediator effect, especially, the mediator effect of on-job coupling to talents' organizational performance to withdraw tendency seems to be more significant, comparing with traditional job attitude variables (its maximum complete effect coefficient: -0.62, P<0.05).

Table 5.6

The Verified Result of the Model's Mediator Variables Hypothesis

	Content	Target	Method/ standard	Verified result
H1	There is a positive relationship between On-job coupling and movement desirability	Relationship among variables integral routes	Coefficient test in SEM Attention the Coefficient analysis with LISREL	0.57**/0.45**, acceptable
H2	There is a negative relationship between On-job coupling and withdraw tendenc			-0.30*, acceptable
H3	There is a negative relationship between Off-job coupling and withdraw tendency			-0.31*, acceptable
H4	The higher talents' performance feature KDS, the higher their JC			0.32*/0.28*, acceptable
H5	The higher KDS, the higher their on-job coupling			0.32* acceptable
H6	The higher KDS, the higher the apperceived mobility perceives			0.41* acceptable
H7	On-job coupling mediates the relationship between the KDS and withdraw tendency	Mediated variables effect	The routes' fit analysis in LISREL	0.32*/ -0.30*, acceptable
H8	On-job coupling mediates the relationship between the KDS and movement desirability			0.32*/ 0.57**, 0.45** acceptable
H9	Off-job mediates the relationship between the KDS and withdraw tendency			0.28*/ -0.31*, acceptable
H10	OC mediates the relationship between the KDS and withdraw tendency			0.04/ -0.29*, normal

5.5.2 Evaluating Interaction of Adjusting Variables

5.5.2.1 The preliminary conclusion of HRA on control variables

Before the inspection on the interactive effect of the model's adjusting variables, OLS HRA (hierarchical regression analysis) is first conducted on interpreting force of sample population and occupation feature variables, which are taken as general control variables to influence the talents' withdraw tendency from organizations.

Based on the precondition of meeting the statistical feature of data for OLS regression analysis, for instance, significance of the linear relation between independent variables and dependent variables, residual independence or normality, multicollinearity of independent variable, VIF value, and homogeneity of variance, etc, corresponding observation methods and appraisal indexes, is discovered in investigations with SPSS on the functional relations between various effect variables and dependent variables.

With investigations (divided into five steps according to the category of major latent control variables introduced) on changes in the effect of dependent variables along the gradual introduction of major variables in the model's hypotheses, control variables are estimated through T test on standard regression coefficient and F test on ΔR^2. For details of the result, refer to Table 5.7. The same will be done in the hierarchical regression analysis on the interactive effect of adjusting variables in the model's hypotheses. As shown in Table 5.7 that the evaluating indexes of precondition for meeting statistic feature of OLS regression analysis, and the significance level of major effect variables, which are introduced hierarchically, are all inspected within the acceptable range.

Table 5.7

OSL-RA results of Population and Occupation to Withdraw tendency (N=510)

Type of Variables		Model 1	Model 2	Model 3	Model 4	Model 5
Demographic variables	Male	0.26^{**}	0.20^{*}	0.10^{+}	0.12^{+}	0.11^{+}
	Age	-0.15^{+}	-0.14^{+}	-0.07	-0.09	-0.10
	Married status	-0.19^{+}	-0.14	-0.13	-0.10	-0.08
	Current org-years	-0.13	-0.12	-0.06	-0.05	-0.05
	Career years	-0.05	-0.05	-0.03	-0.03	-0.02
Occupation feature variables	Job income	-0.21^{**}	-0.18^{*}	-0.15^{*}	-0.13^{*}	-0.14^{*}
	Speciality types: Tech/ Sal/ Exce	0.19^{*}	0.14^{+}	0.09^{+}	0.07^{+}	0.08^{+}
	Tech-post: Medial and Senior	-0.05	-0.02	-0.03	-0.03	-0.02
Movement Desirability	Apperceive mobility		0.41^{***}	0.42^{***}	0.41^{***}	0.43^{***}
	Job-satisfaction		-0.28^{*}	-0.26^{*}	-0.27^{*}	-0.25^{*}
	Org-commitment		-0.22^{*}	-0.21^{*}	-0.20^{*}	-0.18^{*}
Performance (KDS)	Key degree scale		0.12^{*}	0.09^{+}	0.10^{+}	0.07^{+}
Moderator Variables	Reward fairness		-0.18^{*}	-0.14^{+}	-0.13^{+}	-0.13^{+}
	Off-job reward		-0.05	-0.03	-0.02	-0.03
	Family responsibility		0.09	0.08	0.08	0.09
	Performance visibility		0.03	0.04	0.05	-0.034
Job Coupling	On-job coupling					-0.22^{*}
	Org- linkage			-0.03		
	Org- fitness			-0.26^{**}		
	Org- sacrifice			-0.29^{**}		
	Off-job coupling					-0.24^{*}
	Com- linkage				0.05	
	Com- fitness				-0.21^{*}	
	Com- sacrifice				-0.27^{**}	
ΔR^2		0.29	0.15	0.10	0.06	0.13
F		3.87^{***}	3.63^{***}	4.16^{***}	3.59^{***}	4.19^{***}
D-W test		1.97	2.07	1.98	2.11	2.09
Max-VIF		2.23	3.04	4.38	4.49	4.29

Note: Significance "$^{+}$" means $p < 0.1$; "*" means $p < 0.05$; "**" means $p < 0.01$; "***" means $p < 0.001$; two-tailed test.

In step 1, before the introduction of the model's major effect variable, gender (male), salary, and types of speciality, etc., the demographic background variables have relatively significant effects on talents' withdraw tendency from organizations ($P<0.05$), and it seems that it may interpret the high turnover rate of professional personnel with high/ medium-post titles in the actually observed samples.

Step 2, with the introduction of mobility desirability or job attitude variables, performance feature, adjusting variables, "male" and "job income" remain the higher significance, movement desirability keep the significant states ($P<0.05$, $P<0.001$).

With the introduction of job coupling variables in process of step 3, 4, and step 5, all population information variables and occupation variables are substituted or interpreted by major effect variables introduced in the model. With the exception that pay always maintains relatively obvious effect to the tendency of talents' resignation from organizations ($P<0.05$), this is consistent to the view from Zhang (2001) that pay or salary is one determinate variable which has significant influence on talents' turnover in developing country. This result clearly shows us all the predictors truly significantly influence the dependent variable.

Wherein, VIF (variance inflation factor) is the reciprocal of the tolerance, should be less than 10. D-W (Durbin-Watson value) gives a measure of autocorrelations in the residuals or errors in the values or observations in the multiple regression analyses. If the Durbin-Watson value is between 1.5 and 2.5, then the observations or values are independent, means there is no systematic trend in the errors of the observation of the values, there should not be systematic trend in the errors (Ananda, 2008). Based on the result of Table 5.8, all VIF and D-W values are accepted.

The interpreting or predicting influence of population information variables or occupation variables to talents' withdraw tendency from organizations is significantly improved by 0.15 (P<0.01) in step 2; job coupling variables (see step 5, steps 3 and 4 are equivalent with step 5) improve it significantly by 0.16 (P<0.01), showing certain dominant effect. And talents' key-degree also displays certain significant effect (P<0.1) to withdraw tendency. These results tally with the aforesaid analysis results on job coupling effect in LISREL model and the comprehensive or net effect of KDS to withdraw tendency from organizations.

The result of OLS hierarchical regression analysis on population and occupation information variables – the control variables of the hypothesized model -- is similar to that obtained in the explorative research phase of the paper mentioned before Chapter 4. This indicates again that the major variables introduced in the model might constitute the major determinate variables for interpreting or forecasting withdraw tendency from organizations, except the on-job reward with strong independence. Moreover, factors related to job reward (like reward fairness and Off-job reward) are also main determinant variables to be investigated in inspection of this study on the interactive effect of model variables.

Therefore, in accordance with the mainstream research model (Allen et al.,2001), the following inspection in this study on the interactive effect of model variables will not involve the variables of population and occupation features for the purpose of highlighting the new introduction of analysis.

5.5.2.2 Discussion of HRA on the adjusting variables

In order to inspect the interactive effects, which may exist theoretically, between the adjusting variables hypothesized in the model and the major route effect variables, based on the structure hierarchies of routes and variables in the model, this study divides the interactive effects into 3 analytic hierarchies: Exogenous independent variables (KDS), possible Endogenous mediating variables (on-job coupling), and Social linkage variables (talents' social linkage are defined as the combined value of organization-linkage and community-linkage).

Moreover, with the front variable of the corresponding hierarchy as the dependent variable, the interactive effect of adjusting variables are inspected in two steps, through covering into corresponding variable and interactive factors (Allen et al.,2001), the inspection result and discussion are as follows.

Firstly, Interactive inspection between related adjusting variables and talents' KDS: The result of Table 5.8 shows that the moderating effect (interaction) of the key-degree interaction between the adjusting variables hypothesized in the model and the level of talents' organizational performance features to the direct dependent variables (mediator variable) on its 5 routes:

From the perspective of the effect of traditional job attitude variables, job satisfaction and organizational commitment, the interaction of KDS and Reward fairness can significantly improve talents' job satisfaction (0.67, $P<0.01$) and organizational commitment (0.83, $P<0.01$), and this indicates that Reward fairness is determinate factor for improving talents' performance and elevating job satisfaction and organizational commitment;

But the interaction between Family responsibility and KDS significantly strengthens the negative effect of key-degree to job satisfaction and organizational commitment (-0.32; -0.37, P<0.05), and this indicates that the stronger family responsibility of talent, the more likely he or she confronts dissatisfaction to job and lower organizational commitment resulting from job-family conflict or family-job conflict. This may further urge him or her to take into account choosing more suitable job or organization.

Table 5.8

The Interactive Effect HRA Result between Adjusting Variables and Talents' KDS Feature (N=510)

	Variables	Job-satisfaction β	Org-commitment β	On-job coupling β	Off-job reward β	Apperceive mobility β
Step 1	1.KDS	0.10^{+}	0.08	0.24^{*}	0.21^{*}	0.28^{*}
	2. Reward fairness	0.44^{**}	0.41^{**}	0.48^{**}		
	3. Off-job reward				0.10^{+}	
	4. Family responsibility	-0.19^{*}	-0.1			
	5. Performance visibility					0.24^{*}
	R^2	0.28	0.21	0.25	0.17	0.19
	F	17.6^{***}	7.11^{***}	15.7^{***}	3.97^{***}	4.77^{***}
Step 2	1.KDS	-0.18^{+}	0.1	0.08	0.13	0.16^{+}
	2. Reward fairness	0.17	0.23	0.14		
	3. Off-job reward				-0.05	
	4. Family responsibility	-0.22^{+}	-0.12			
	5. Performance visibility					0.02
	1X2	0.67^{**}	0.83^{**}	0.46^{**}		
	1X3				0.35^{*}	
	1X4	-0.32^{**}	-0.37^{**}			
	1X5					0.89^{**}
	$\triangle R^2$	0.11	0.09	0.12	0.02	0.13
	F	9.93^{***}	8.12^{***}	10.1^{***}	2.57^{***}	13.47^{***}

From the perspective of the effect of Job coupling variable, the interaction between Reward fairness and KDS may significantly improve the On-job coupling level of talents (0.46, P<0.01), which shows that Reward fairness may be a determinate factor for improving talents' performance, promoting talents to create good working relation

and atmosphere, and further elevating job satisfaction and organizational commitment. The interaction between Off-job rewords and KDS has relatively significant promoting effect (0.35, P<0.05) to Off-job coupling, and this reveals that the higher level of an talents' organizational performance features, the stronger his or her ability to gain Off-job reward, and thus he or she may be more intended to expand individual social network across organizations and to access to opportunities of off-the-job earning (Mitchell, 2001).

From the perspective of Apperceived mobility variables, the interaction between talents' Performance visibility and their performance exhibits significant elevating effect (0.89, P<0.01), and this is consistent to research result of Allen (2001). In Step 1, the direct effect relation between KDS and each route's mediator variable is also consistent with the above route effect relation of SEM fitness. All of these reveal the consistency and reliability of the logic relation between sample data in different statistical analysis methods.

Secondly, Interactive inspection between related adjusting variables and On-job coupling: The result of Table 5.9 shows the moderating effect of the interaction between adjusting variables hypothesized in the model and talents' On-job coupling to the direct dependent variables (mediator variable) on its three routes.

From the perspective of the effect of traditional job attitude variables, job satisfaction and organizational commitment, the interaction of Reward fairness and On-job coupling can significantly improve talents' job satisfaction (0.87, P<0.01) and organizational commitment (0.91, P<0.01), further verifying the corresponding analysis results in Table 5.9.

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From the perspective of the effect of talents' withdraw tendency from organizations, the interaction between Reward fairness and On-job coupling may significantly reduce the possibility of talents' withdraw tendency from organizations (-0.78, P<0.01), and meanwhile, the interaction of On-job coupling and Family responsibility may also significantly take from the possibility of talents' resignation from organizations (-0.42, P<0.05).

Table 5.9

The Interactive Effect HRA Result between Adjusting Variables and On-job Coupling Feature (N=510)

	Variables	Job-satisfaction β	Org-commitment β	Withdraw tendency β
Step 1	1.On-job coupling	0.65^{***}	0.53^{***}	-0.30^{**}
	2. Reward fairness	0.29^{***}	0.19^{*}	0.09
	3. Family responsibility	-0.17^{**}	-0.08	0.11
	R2	0.52	0.33	0.24
	F	35.1^{***}	23.2^{***}	3.93^{***}
Step 2	1.On-job coupling	0.26	0.12	-0.12
	2. Reward fairness	0.18	0.25	0.08
	3. Family responsibility	-0.12	-0.06	0.05
	1X2	0.87^{**}	0.91^{**}	-0.78^{**}
	1X3	0.11	0.01	-0.42^{**}
	$\triangle$R2	0.07	0.04	0.04
	F	8.64**	3.57**	3.68**

This preliminarily result shows the guiding effect of On-job coupling in adjustment. Lee, et al., (2004) believe that retention factors contained in Job coupling, including social linkage, fitness, and sacrifice (cost of turnover), etc., are the most basic restrictive factors needed to consider if people choose to quit, and those employees with strong family concept may pay more attention on the possible consequence on family life caused by their turnover. In the same way, the direct effect relation between on-job

coupling and each route's mediator variable is also consistent with the above route effect relation of SEM fitness.

In addition, the aforesaid interactive effects between adjusting variables and on-job coupling are obviously an important expansion for the research model of Allen (2001), which lack of interactive effect to mediator variables, and the turnover model of Lee, Mithell (2004), without taking Job coupling as the mediator variable.

Table 5.10

The Interactive Effect HRA Result between Adjusting Variables and Social Linkage Feature (N=510)

Variables		Apperceived mobility β	Withdraw tendency β
Step 1	1.Social-linkage	0.03	-0.14[*]
	2. Off-job reward		0.06
	3. Performance visibility	0.23[**]	
	R^2	0.2	0.17
	F	3.97[*]	3.88[**]
Step 2	1.Social-linkage	-0.06	-0.05
	2. Off-job reward		0.02
	3. Performance visibility	0.17	
	1X2		-0.53[*]
	1X3	0.82[**]	
	$\triangle R^2$	0.07	0.04
	F	8.03[**]	4.33[**]

Thirdly, Interactive inspection between related adjusting variables and Social linkage: "Social linkage" is the mean of algebraic sum of organizational linkage and community linkage. The result of Table 5.10 shows the moderating effect of interaction between adjusting variables hypothesized in the model and talents' social linkage to apperceived mobility and withdraw tendency from organizations.

The interaction of talents' performance visibility and social linkage may significantly improve the apperceive mobility (0.82, P<0.01), and that is, the more outstanding a talents' level of organizational performance features, the better the social linkage he or she established, the more opportunities receives the recognition of other organizations. And thus the more chances will receive invitations from other organizations (Allen, Rodger and Griffeth, 1999).

Mitchell, et al., (2003, 2004) believe the high coupling degree of talents may also lead to situations opposite to their retention, and that is, since those talents posses abundant relations of social resources, it is easier for them to have accesses to superior occupational information. Therefore, it is necessary to adopt suitable analyzing methods to study such attributes contained in job coupling.

As social linkage are abstracted from Job coupling factors, they have the connotation of identical factor dimension (Lee and Mitchell, 2004), and this is also verified in the factor analysis of the paper on linkage items in on-job coupling and off-job coupling. Wherein, what are caught are rational constructs, which reflect talents' understanding of their positions in cross-organizational network of social resources, containing few affective elements of organizational attachment. It is logical to take talents' social linkage as a type of relatively "neutralized" constructs, which influence their turnover, for discussing their interactive effects with strong tendencies factors (Mitchell, 2003).

Therefore, the interactive effects of talents' social linkage and performance visibility to the apperceive mobility by them, which are discovered in this paper, not only really exist, but also theoretically reasonable. And the discovery may be seen as an expansion to the academic study of Allen (2001) and Mitchell (2003).

From the perspective of the effect of talents' withdraw tendency, the interaction between talents' social linkage and Off-job reward may significantly restrict talents' withdraw tendency from organizations (-0.53, P<0.05). This discovery is reasonable for that talents' off-job earnings are from their individual advantages of social network resources they have invested to construct. And off- job recompense is networking earnings apart from on- -job reward. This is especially obvious in China where people have multiple earnings during a phase of economic transition. In the survey involved in the paper include Malaysian samples together, there are 47% have such earnings which are in relative significant correlation with job coupling (0.35, P<0.05, Table 5.8). Moreover, such off job reward are usually realized from the social relations concerning job and life coupled by talents, and once he or she chooses to quit, especially move to some other region, lots of time and high cost are needed to establish such relations again (Mitchell and Lee 2001, 2003).

This may provide an interpretation to the phenomenon that some talents with high performance do not choose to quit though their salary on their payroll is obviously lower than competitive organizations. Meanwhile, such networking earnings, in most cases, also contain intangible social and psychological connotations, which are non-physical and hardly measurable with money.

Based on the result of inspection on the interactive effects between the three aspects, the adjusting variables hypothesized in the model, independent variables (KDS) and possible mediator variable. The hypotheses on the interactive effects of variables in the model put forward in this paper gain acceptable significance level verification, and moreover get some new discoveries to see Tables 5.11.

Table 5.11

The Interactive Effect HRA Result of Adjusting Variables Hypothesis

Hierarchy of effect object		Contents of hypothesis	Verified result
Exogenous variable IV: Key degree	H11	Reward fairness moderates the relationship between performance feature KDS and movement desirability	0.67,0.83, P<0.01 acceptable
	H12	Family responsibility moderates the relationship between the KDS and movement desirability	-0.32; -0.37, P<0.05 acceptable
	H13	Reward fairness moderate the relationship between the KDS and on-job coupling	0.46, P<0.01 acceptable
	H14	Off-job reward moderate the relationship between the KDS and off-Job coupling	0.35, P<0.05 acceptable
	H15	Performance visibility moderate the relationship between the KDS and apperceive mobility	0.89, P<0.01 acceptable
Moderator variable: On-job coupling	H16	Reward fairness moderate the relationship between on-job coupling and movement desirability	0.87,0.91, P<0.01 acceptable
	H17	Reward fairness moderate the relationship between on-job coupling and withdraw tendency	-0.78, P<0.01 acceptable
	New	The interaction of on-job coupling and family responsibility may significantly take from the possibility of talents' withdraw tendency from organizations. Meaning, the higher family responsibility the stronger the negative relationship between on-job couplings and withdraw tendency.	-0.42, P<0.05 acceptable
Job coupling factors: Social-linkage	H18	Performance visibility moderate the relationship between job coupling and apperceived mobility	0.82, P<0.01 acceptable
	New	The interaction between talents' social linkage and Off-job reward may significantly restrict talents' withdraw tendency from organizations. Means higher Off-job rewards the stronger the negative relationship between talents social linkage and withdraw tendency.	-0.53, P<0.05 acceptable

5.6 Discussion and Summary of Analysis

In the chapter, confirmatory studies are conducted the expansion hypotheses for model of talents' organizational performance – withdraw tendency from organizations, which is put forward in the paper based on the Job coupling theory. The results of inspection on representative of investigated samples -- the model's confirmatory tools , internal consistency reliability of questionnaires' measuring indicators, and structural validity of major variable constructs show both relatively high quality of data measurement and the desirable applicability of the measuring indicators for Job coupling constructs, which are introduced from western, in catching on-the-job and off-job coupling factors (linkage, fitness, and sacrifice) under the background of Asian cultures. And these are the premises and bases for validity of data statistics and confirmatory analysis on the model hypothesized in the paper.

The verification on the hypothesized model in this chapter is done through two aspects of contents by dint of related statistical tools, including LISREL of routes analysis and OLS-HRA of adjusting variables.

Firstly, Integrative fitness inspection on the multi-route media chain mode through Structural equation model (LISREL): The inspection verifies the multi-route media chain relations hypothesized in the model at relatively high significance level (P<0.05 and P<0.01). This desirably interprets the duality relation between talents' high organizational behaviour performance features and withdraw tendency from organizations. Namely, when the motivation of their overall retention factors is not enough, the higher level of their organizational performance feature, the stronger route effect of the performance visibility, and the higher possibility for their turnover tendency, and vice versa.

Based on the conclusion of the preliminary analysis on the investigated samples of the paper, it also desirably interprets phenomenon that relation between the talents candidates group (MBA) in samples and their withdraw tendency from organizations exhibits relatively low positive net effect (0.021, P<0.05, as shown in Table 5.7). Wherein specially those employees with medium and senior titles, who are at the prime value career period, are not only the group with the highest rate of voluntary turnover in terms of annual draining volume, but also exhibit relatively obvious tendency of non-local draining in China, mainly from the north areas toward coastal developed cities; from coastal cities toward abroad; for Malaysian samples are toward abroad too.

Secondly, OLS Hierarchical Regression Analysis on the interactive effects of adjusting variables: The inspection, respectively on three analyzing hierarchies of the model's structure variables and at relatively high significance level (P<0.05 or P<0.01), verifies the positive or negative moderating effects of the interaction between the 4 adjusting variables hypothesized in the model: Reward fairness, Off-job reward, Family responsibility, and Performance visibility, with the 3 level of talents' KDS, On-job coupling, and Social linkage, respectively to responsive route dependent variables in the model.

The interaction of Reward fairness respectively with talents' organizational performance and on-job coupling show significant positive moderating effect to all the major retention factors of the model: on-job coupling, job-satisfaction, and organizational commitment, and significant negative moderating effect to withdraw tendency from organizations;

The interaction between Off-job reward, as the characteristic of talents' networking earnings, and talents' organizational performance and social linkage shows significant

positive moderating effect to off-job coupling and negative moderating effect to withdraw tendency from organizations;

The interaction between Family responsibility and talents' organizational performance exhibits significant negative moderating effect to job satisfaction and organizational commitment, but its interaction with on-job coupling shows relatively significant negative moderating effect to withdraw tendency from organizations;

And the interaction of performance visibility, which reflects the competitiveness of employees with high organizational performance respectively with key-degree and social linkage both has significant positive moderating effect to the apperceive mobility. Based on the pattern of the overall moderating effects in the regression analysis on adjusting variables hypothesized in the model, a preliminary conclusion can be made: as is shown in OLS hierarchical regression analysis on the significance effect of salary factor, which is taken as the control variable to withdraw tendency from organizations, the factor of job reward (level, equity, and source of reward) is the most fundamental retention factor for which talents' with high performance choose the employment units at the current stage. Wherein, talents' Off-job reward is a kind of compensation mechanism with which employees continue to work in organizations with comparatively on-job reward, for instance, in China, the salary levels of associate professors in universities or with medium (title) position usually has monthly payroll about RMB 3,000 till 4,000 Yuan, but the actual annual earning may reach RMB 200,000 or even more.

Family responsibility may be first embodied in the need of providing guarantee for families' economic security (Lee, 2004). Though it generates negative moderating effect to the relation of talents' organizational performance and job attitude variables, namely, the job– family conflict or family- job conflict effect, its negative moderating effect to

Job coupling and withdraw tendency from organizations shows a restrictive aspect to talents' decision to quit.

Talents' performance visibility is a type of organizational factors concerning competition for talents, and the visibility of talents' performance is more realized through the social networks coupled. Thus, one question in the survey questionnaire is: "if you desire to change your job or seek other opportunities for development, what kinds of means have ever tried or prepare to use to fulfill such aims?" Of all respondents, who return valid questionnaires, in ranking the importance of available means provided in questionnaire, few of them select Labour trading market, which lacks social relations, and most put at the foremost positions the relation of social cooperation partner related to jobs, friends, family member, and leaders.

In the aspect of expanding predecessors' research related, contributes on the hypothesized model in this chapter as follows. Firstly, the development of the 2 routes research model on the relation of talents' job performance – turnover, which is put forward by Allen, et al., (1999, 2001), and has been partly verified. Especially, the 5 routes analytic mode with on-job coupling at the center, proposed in the paper, reveals the effect mechanism in which talents with high performance features reach job satisfaction and organizational commitment, and remain in organizations. This is what cannot be tested in the route effect relation from talents' job performance to job satisfaction, put forward in the verification model of Allen (2001), for its lack of the mediator variable between performance and job satisfaction.

Secondly, based on the two adjusting variables (contingency reward and performance visibility) in the verification model of Allen (2001), the paper's hypotheses expanded adjusting variables which are adaptive to the economic and cultural background in China and Malaysia, such as reward fairness, family responsibility, Off-job reward, etc.

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Meanwhile extend the hierarchies with interactive effect to three, thus clarify the dual effect mechanism of the relation between talents' organizational performance and their withdraw tendency from organizations, to a relatively complete and significant degree. At the same time, it also discovers the dual effect of talents' family responsibility (restriction on mobility and job-family conflict).

Thirdly, it is an empirical study to introduce Job coupling variable into the multi-route media chain model for relation between talents' organizational performance and withdraw tendency from organizations, with significant verification result. Thus the research expands and verifies the conception put forward by Mitchell (2001) in area of turnover model with job coupling as mediator variable, in which job coupling might have the same position as job attitude variables (job satisfaction and organizational commitment). Also, this study verified the possibility of interposing job coupling into mediator relations which is indicated by Lee, et al., (2004) in their empirical research on the interactive effect between job coupling and talents' performance.

CHAPTER 6 DIFFERENTIATION ANALYSIS

6.1 Introduction

Empirical research of the talent retention model in the last chapter is a common confirmatory analysis on the model's goodness-of-fit and the interactive effect of model variables. From the perspective of the effect of occupation features on the talents' withdraw tendency from organizations as shown in Table 5.7, different professionals also exhibit certain significant effects, such as technologist personnel ($P < 0.1$).

In view of aims of the paper, it is necessary to understand clearly the different effects of model variables which are presented in difference of KDS, and difference between both talent groups from Chinese and Malaysian samples.

Therefore, this chapter will investigate the different effects of hypothesized variables, on the basis of representative groups from samples. It is divided into three main dimensions which are the speciality types, nationalities, and different performance feature, KDS. And in this way, management domains may be further specified for talents retention factors with a relatively high level of KDS.

6.2 Difference Analysis on Talents' Three Job Types

Route effect analysis on model hypotheses is taken as the principle content. If representative groups which are relatively independent, can be covered into a unified route analysis model, it will be an ideal analysis mode. In this paper, technologists comprise 59.2% and distributional and operational talents comprise 33.92%, but executive only 7.06%. For the unbalance percent, ANOVA is adopted for comparing the different effect of hypothesized model variables, which are symbolized by talents involved with different job types.

As shown in Table 6.1, for the three speciality groups in the samples, analyzing the results by ANOVA on difference in hypothesized model variables, the difference in withdraw tendency from organizations among talents among different speciality types is relatively significant (P<0.05).

Withdraw tendency of technical talents is the highest, which is consistent with analysis on the regression effect of talents' occupational feature variables on their withdraw tendency as shown in Table 5.7. This is consistent with the real phenomenon that technologists with middle or top job-position take up the overwhelming majority of over 68% in the talents group who voluntarily leave (Zhang, 2006).

As model's independent variables, from the perspective of different level of talents' KDS, which means higher or lower KDS as the standard from Table 5.3 (the 4.85, sum of M and SD) (Allen, 2001; Lee, 2004). Technical and executive talents are both of a relatively high level of key-degree, higher than distributional and operational talents (P<0.001). From the perspective of performance factors KDS, all factors exhibited obvious differences (P<0.05), with the exception of elastic trustiness and team affinity.

Table 6.1

The Differentiation Analysis on Model Variables of Three Speciality Types by ANOVA (N=510)

	Technologist		Distribution/ Operation		Executive		F	Sig.
	Mean	SD	Mean	SD	Mean	SD		
Dependent Variable								
Withdraw Tendency	3.21	.83	2.81	.72	2.57	.56	2.480	.041
Independent Variable								
Key Degree	3.34	1.86	2.95	1.33	4.01	1.49	5.565	.000
Interconnection	3.52	1.33	3.59	.94	3.86	1.25	2.455	.049
Transfer Advantages	2.90	1.02	2.44	.88	3.25	1.32	2.731	.032
Trustiness	2.76	1.01	2.75	.72	3.20	1.22	1.521	.199
Team Affinity	3.75	1.73	3.28	1.62	3.43	.97	1.942	.101
Irreplaceability	3.34	1.32	2.23	1.14	3.78	.81	4.586	.002
Innovation	3.71	1.03	2.70	1.42	3.54	1.12	2.560	.036
Influence of associate performance	3.52	1.33	2.59	1.43	3.38	1.39	4.265	.003
Mediator Variable								
Job-Satisfaction	2.06	.61	2.45	.78	3.41	.53	7.021	.000
Org-Commitment	3.12	.74	3.23	.62	3.46	.61	1.230	.301
Affective-commitment	3.38	.69	3.17	.76	3.39	.72	1.518	.200
Normative-commitment	2.87	.81	3.29	.73	3.52	.87	1.617	.175
On-job Coupling	2.98	.46	3.03	.57	3.76	.40	6.572	.000
Org- fitness	2.72	.87	3.25	.76	3.98	.83	4.426	.002
Org- sacrifice	3.46	.84	2.70	.77	3.51	.81	4.361	.002
Org- linkage	3.51	.57	3.06	.70	4.01	.67	4.930	.001
Off-job Coupling	3.47	.58	3.13	.75	3.69	.56	1.602	.177
Com- fitness	3.36	.93	3.34	.94	3.62	.73	1.129	.345
Com- sacrifice	3.32	.71	3.24	.80	3.28	.88	.173	.952
Com- linkage	3.61	.67	3.30	.98	4.04	.46	3.727	.006
Apperceive Mobility	3.22	1.07	2.44	1.01	3.28	1.24	2.520	.047
Local mobility	3.14	1.13	2.41	1.12	3.25	1.23	2.950	.022
Non-local mobility	3.32	1.03	2.49	.91	3.35	1.25	2.720	.033
Moderator Variable								
Performance visibility	2.78	1.21	2.17	.73	2.81	1.13	13.130	.000
Reward fairness	2.82	.58	2.88	.69	3.14	.66	1.454	.220
Off-job reward	2.14	.94	1.31	1.01	2.07	1.15	4.766	.001
Family responsibility	3.51	.81	3.47	.97	3.71	.63	1.882	.170

This shows the strong organizational performance characteristics of technical and executive talents and their positions in creating organizational value. This phenomenon may be linked to the relatively high replaceability, shorter service years or high-speed products innovation, involved in operational or marketing jobs, which are generally standardized characters.

In terms of retention factors of model's mediator variables, job attitude including three different job categories (movement desirability, job coupling and apperceived mobility) only shows significant differences (P<0.001) in "job satisfaction", and the technical talents rank lowest.

For job coupling, three different job categories show remarkably significant differences in "on-job coupling". Executives exhibit the highest score of "on-job coupling" in 3.76, and this may be relative to their managing job characters, or because most senior executives are actually pluralized by higher technologists same time, means some technologists will be the seniors executives after voting. Three job categories also show distinctively significant elements of "on-job coupling", wherein, what is noticeable is that, though the "organization-fitness" degree of technologist is the lowest, their "organization-sacrifice" and "organization-linkage" are higher than those distributional/ operational talents. This reveals that the former may have more access to social resources and advantages in mobility. In addition, factors of "sacrifice" may be more restrictive to technologists' turnover compared with distributional/ operational talents. From the perspective of differences in elements of "off-job coupling", it is consistent with that technical and executive talents both having a high degree of "community-linkage" (P<0.006).

In terms of variables of "apperceived mobility", technical and executive talents also rationally exhibit clearer higher differences than distributional/ operational talents

(P<0.05). Thus, from the perspective of significance in differences of adjusting variables, it is reasonable that "performance visibility" and "off-job reward" of technical and executive talents are higher than those of distributional/ operational ones. It is generally conceived that mobility and performance visibility of distributional talents are a bit higher, and this is especially in marketing talents. This could explain the fact that distributional or marketing positions are approaching saturation.

From the point of view of general differences, the different speciality type analysis preliminarily reveals that, in the samples investigated, special characteristics of ir-replaceability and social linkage of technologist and executives' individual human capital are relatively higher. This also reflects their apperceived mobility, whose mobility tendency may be greater.

On the one hand, the job satisfaction of these talents is relatively low, but on the other hand their organization-sacrifice, society-linkage, and off-job reward are relatively high. These types of coupling retention factors may be the major items that restrict voluntary turnover for them. At the same time, their low fitness also indicates that there is more of a managing issue for organizations to carry out management strategies for promoting talent management.

6.3 Difference Analysis on Talent Groups of China and Malaysia Samples

Considering the original and usual rule for talent retention, it's necessary to conduct a comparative analysis between some other areas with Chinese samples. The majority of the Malaysian population is Muslim, and it is very different with the Chinese Confucianism culture. Different background with some connection from local Chinese, however, similar developing economy with very different culture at the same time, it will be beneficial to conclude the universal conclusion for talent retention. Therefore, Malaysian samples are chosen in the study rather than Singapore or Hong Kong, which have a closer similarity in many aspects.

In terms of the ratios of Chinese and Malaysian representative groups in the samples, there are 155 valid Malaysian samples, accounting for 30.4% of the total samples. If model route effect analysis is employed, it will be limited by the quantity of representative groups in independent samples, but 155 sample take one-third quantity almost in the whole 510 satisfied responders from 700 samples, can meet the requirement of regression analysis (Hou, 2004).

Therefore, two representative sample groups were observed with SPSS, without discovering a significant linear relation among the hypothesized model variables. On that basis, OLS regression analysis is selected, in accordance with the preconditions of statistic characteristics of data satisfying OLS regression analysis, for instance, significance of the linear relation between independent variables and dependent variables, residual independence or normality, VIF value of multicollinearity of independent variables. The differences in the significance level symbolized by talents of different nationalities to effect of dependent variables in the hypothesized model are

compared on the basis of observation means and appraisal indexes in similar analyses as in previous chapters.

Meanwhile, T-test is employed to observe the difference of significance that may exist in the two independent samples concerning population, occupation, and withdraw tendency from organizations. T-test on different levels of significance existing in two independent samples of different countries concerning population, occupation, and withdraw tendency from organizations are shown in Table 6.2.

Table 6.2

Significance Analysis of Population, Occupation Factors between the 2 Nationality Samples by T-test (N=510)

	China Samples (N=355)		Malaysia Samples (N=155)		t	Sig.
	Mean	SD	Mean	SD		
Withdraw Tendency	2.71	0.77	2.87	0.81	1.07	0.294
Local withdraw	2.28	0.73	2.77	0.68	0.32	0.753
Non-local withdraw	2.56	1.00	2.83	1.00	1.29	0.202
Population feature						
Male	0.41	0.49	0.52	0.51	2.12	0.041
Age	34.40	8.92	33.4	8.70	2.01	0.056
Married state	0.78	0.41	0.70	0.46	2.08	0.047
Occupation feature						
Current org-years	8.64	7.62	7.34	6.93	4.03	0.000
On-job reward	2.60	1.17	3.10	1.42	2.14	0.034
Off-job reward	1.78	1.23	1.12	0.78	2.44	0.013
Speciality types						
Technologist (include-executives)	0.63	0.48	0.75	0.19	2.33	0.017
Distributional/Operational (include-executives)	0.37	0.48	0.25	0.43	2.34	0.017
Technical post (Basic, Middle and Senior)	3.1	0.64	2.73	0.94	2.98	0.003

As is shown in analysis of Table 6.2, there is no significant difference in withdraw tendency from organizations when comparing Chinese and Malaysian representative samples. There are some similarities between them. In terms of factors which show significant differences ($P<0.05$), Malaysian samples contain more males, who are

younger and receive higher on-job reward. In addition, sampled Malaysian talent samples have relatively shorter service lengths in their current units. In contrast, talent samples in China have relatively longer service lengths (7.34 < 8.64) and higher off-job reward. Their job satisfaction may be comparatively low, but their off-job rewards are usually connected closely with their advantageous positions. Off-job factors, reflecting job coupling factors, may be more important retention factors (such as, cost factors) for effective retention in Chinese samples.

As shown in Table 6.3, OLS regression analysis results in a difference in variable effect between the two samples in withdraw tendency from organizations. By comparing, the significance of standard regression coefficient β, the factors affecting talents in Malaysian samples are apperceived mobility (0.43< 0.52 in P<0.001), job satisfaction (0.21<0.23 in P<0.05), organizational commitment (0.18<0.20 in P<0.05), community-fitness (0.21< 0.22 in P<0.05), and community- sacrifice (0.26< 0.37 in P<0.01) etc. In general the withdraw tendency from organizations is higher than samples from mainland China.

In other words, such retention factors concerning job and community coupling, such as living quality, may be more sensitive for Malaysian talents on withdraw decision. Hence, it may reveal the relative importance for managerial domains in Malaysian organizations to bring into focus incentives as human resource strategies for retaining talents with high performance. Namely, it is important to facilitate the elevation of job attitude and job performance with the motivation of job coupling, such as paying attention to talents' community influences.

However, equity of reward (0.19 < 0.22 in P<0.05), off-job reward (0.11 < 0.19 in P<0.05) and visibility of performance (0.14 < 0.24 in P<0.05) in Chinese samples has a relatively strong effect on the withdraw tendency from organizations, and this, in some

extent, reflects a managerial issue for mainland of China to improve incentive strategies concerning distribution systems.

Table 6.3

OLS-Regress Analysis between the Malaysian and Chinese Samples (N=510)

		China Samples (N=355)			Malaysia Samples (N=155)		
		Mean	SD	β	Mean	SD	β
Movement desirability	Apperceive Mobility	2.88	1.02	.43***	2.93	1.06	.52***
	Job-Satisfaction	2.74	.60	-.21*	3.03	.86	-.23*
	Org-Commitment	3.10	.86	-.18*	3.16	.81	-.20*
Performance	Key Degree	3.28	1.82	.16*	3.19	1.16	.10+
Moderator Variables	Reward fairness	2.94	.83	-.22*	2.95	.79	-.19*
	Off-job reward	1.65	1.23	-.19*	1.32	.68	-.11
	Family responsibility	3.68	.58	.11	3.56	.88	.22*
	Performance visibility	2.53	1.14	.24*	2.80	.74	.14+
Job coupling Variables	On-job Coupling						
	Org- fitness	3.32	.51	-.05	2.96	.68	-.08
	Org- sacrifice	3.01	.89	-.23*	3.03	1.07	-.38**
	Org- linkage	2.92	1.01	-.34**	2.88	.77	-.16+
	Off-job Coupling						
	Com- fitness	3.50	.54	-.06	3.20	.63	.10
	Com- sacrifice	3.19	.94	-.21*	3.16	1.02	-.22*
	Com- linkage	3.13	.97	-.26**	3.06	1.08	-.37**

	R^2	F	D-W test	Max-VIF
C	.61	6.54***	1.99	2.78
M	.64	7.57***	2.03	2.16

Note: Significance "+" means p＜0.1, "*" means p＜0.05, "**"means p＜0.01, "***" means p ＜.001; two-tailed tests.

Concerning difference in significance, the KDS of Chinese talent samples has a more sensitive effect on withdraw tendency from organizations, that is, the higher KDS level of talent's, the more job-hopping tendency he or she has, or the more sensitive to organizational motivation. Therefore, he or she is more likely to quit. Talents with high organizational performance characteristics are high-risk groups, which can easily become turnover in China.

In terms of effect of adjusting variables, off-job reward and performance visibility of the Chinese samples are of stronger influence on talents' withdraw tendency from organizations compared with Malaysian samples, and this is consistent with the analysis results shown in Table 6.3. Family responsibility of Malaysian samples is of stronger influence on talents' withdraw tendency from organizations than those in the Chinese samples (0.11 < 0.21 in P<0.05), and this reveals that talents' family responsibility may be, at least, a retention factor that restricts them to choose non-local turnover.

Concerning effects of job coupling factor variables, organization-sacrifice is the most significant factor that influences withdraw tendency in mainland China; in comparison, organization-fitness is the most significant factor that influences withdraw tendency from organizations among Malaysian samples. However, the effect of linkage factors is not significant in both the two countries, but it is no doubt that job coupling, as an overall retention factor in mainland China or in Malaysian samples, takes a more significant position in the organizational scene, compared with other retention factors.

6.4 Difference Analysis on Performance Features

In defining the level of higher or lower organizational performance features of samples, this study adopts sum of practice variance as the standard, a method in common use (Allen, 2001; Lee, 2004). That is, the mean is 3.25, the "key-degree" (7-scale measuring indicator) of sampled talent, added by standard deviation, 1.60, (as shown at Table 5.3), and their sum is 4.85. The 4.85 is adopted as dividing value for distinguishing talents with high organizational performance features.

The group of talent with their key-degree higher than 4.85 is regarded as one with high KDS features. It is calculated that there are 248 candidates with high organizational performance features on the basis of the standard, accounting for 48.6% of the total valid samples. The age range is 28-47, with talents holding medium technical titles or above accounting for 77.6% (192), males holding 44.6%, and technical, distributional/ operational, and executive talents are 45.5%, 39.3% and 15.2% respectively.

It should be noticed that the number of talents with high performance features accounts for about 48.6% of total valid sample number, and this ratio is near the proportion, which is confirmed in self-evaluation of Chapter 3. This shows stability and validity of measurement based on self-reported key-degree measuring indicator.

As quantity of talents with high organizational performance features is 248, LISERL is still employed here to investigate the difference in route effects of hypothesized model variables for talents with different organizational performance features. This method is similar to OSL multiple regression, but LISREL may make use of Maximum Likelihood (ML) rule to fit the model's overall data and obtain route coefficients at the same time (Zhang, 2004). Indexes for comparison and judgment are mainly route coefficients and their significance levels as well as the interpreting coefficients (R^2). Adopted analytic

process and method is consistent with LISREL fitness analysis for hypothesized model of the aforementioned latent variables. Meanwhile, T test is also made on difference analysis of two group samples' population, occupation and model-adjusting variables.

Table 6.4 shows the differential T-test results on two group samples' population, occupation and moderator variables' feature, which are divided in accordance with the standard for talents' KDS degree. Table 6.5 shows us the route effect coefficients of two groups as LISREL.

Table 6.4

T Test of on Talent Samples with Different KDS (N=510)

	Higher (N=248)		Lower (N=262)		t	Sig.
	Mean	SD	Mean	SD		
Population						
Male	.45	.497	.47	.499	1.19	.237
Age	37.40	6.930	33.20	7.780	2.24	.031
Married state	.91	.286	.63	.483	3.08	.015
Occupation						
Career years	14.30	8.690	12.95	6.790	1.35	.179
Job income	3.28	1.780	2.49	1.050	3.60	.000
Type: Technologist (inclu-executive)	.76	.427	.24	.427	3.33	.002
Distribution/Operation (inclu-executive)	.24	.427	.76	.427	3.34	.002
Technical title (Basic/Medial/top)	2.27	.880	1.98	.860	2.07	.039
Mod-V						
Reward fairness	3.01	.910	2.96	1.020	.65	.517
Off-job reward	2.81	1.730	1.38	.930	3.61	.000
Family responsibility	3.81	.747	3.56	.862	1.43	.154
Performance visibility	3.10	1.120	2.11	.830	4.14	.000

Table 6.5

Coefficients of the Model Route Effects as LISREL for the Two Groups of Samples

	On-job Coupling		Off-job Coupling		Job Satisfaction		Org Commitment		Apperceive Mobility		Withdraw Tendency	
	H	L	H	L	H	L	H	L	H	L	H	L
DV												
Withdraw Tendency												
Local withdraw											0.57^{**}	0.61^{**}
Non-local withdraw											0.65^{**}	0.58^{**}
IV												
Key Degree	0.37^{*}	0.29^{*}	0.27^{*}	0.24^{*}	0.01	-0.03	0.08	0.06	0.44^{**}	0.23^{*}		
Med-V												
Job-Satisfaction											-0.32^{*}	-0.26^{*}
Org-Commitment											-0.24^{*}	-0.21^{*}
Affective-commitment							0.57^{**}	0.66^{**}				
Normative-commitment							0.64^{**}	0.53^{**}				
On-job Coupling					0.71^{**}	0.63^{**}	0.62^{**}	0.44^{**}			-0.21^{*}	-0.24^{*}
Org- fitness	0.43^{**}	0.54^{**}										
Org- sacrifice	0.55^{**}	0.63^{**}										
Org- linkage	0.42^{**}	0.33^{*}										
Off-job Coupling											-0.33^{*}	-0.28^{*}
Com- fitness			0.57^{**}	0.54^{**}								
Com- sacrifice			0.55^{**}	0.59^{**}								
Com- linkage			0.62^{**}	0.52^{**}								
Apperceive Mobility											0.78^{**}	0.57^{**}
Local mobility									0.72^{**}	0.66^{**}		
Non-local mobility									0.69^{**}	0.54^{**}		
R^2	0.48	0.46	0.61	0.55	0.62	0.56	0.40	0.43	0.41	0.39	0.56	0.51

Note: Significance T test, "+" means $p < 0.1$, "*" means $p < 0.05$, "**"means $p < 0.01$, "***" means $p < 0.001$; two-tailed tests.

Based on the results of T-test in Table 6.4, the salary level of talents with high key-degree, proportion of technical and executive personnel, the ratio of personnel at high and medium levels are all significantly higher than those of talents with low key-degree, in terms of population and occupation variables. This reflects, the former higher individual human capital level. In respect of hypothesized adjusting variables, off-job reward and performance visibility of talents with high KDS are significantly elevated (P<0.000) compared with the lower. This reflects talents with higher KDS, advantages of profitable social network resources and competitive edges in the job market as is anticipated.

Table 6.5 shows the route coefficients of both groups of samples, which are estimated as per LISREL. Based on differentiation analysis, route coefficients of model hypotheses for talents with high KDS and those with lower, for comprehensive "withdraw tendency" of the former is a bit high (namely, the averages of local and non-local withdraw tendencies are respectively 0.61, 0.59, P<0.001), with the same platform of significance level.

From the perspective of the five route coefficients evaluated from KDS, the route coefficient of the former is higher than those lower, and discrepancy in route coefficient of the former to "apperceived mobility" is more significant (P<0.01); but route effects of the two to job satisfaction and organizational commitment are both insignificant. This is consistent with the analysis result of Chapter 4 on hypothesized model fitting. From the perspective of mediator route effect hypothesized in the model, "on-job coupling" both exhibit significant key mediator effect (P<0.01) related to job attitude variables. What is noticeable, is that route effect coefficients of talents with high key-degree, from "job coupling", such as "coupling-linkage", and "apperceived mobility" to "withdraw tendency", is 0.05 or higher than those of talents with lower, and R^2 values of their

corresponding model equations are also relatively higher. This means, on the one hand, the social network of the former is of more restrictive force on their decision to quit; and on the other hand, they can easily choose to leave owing to the fact that they may perceive relatively more apperceived mobility for their advantage in human capital characters and social resources. Concerning the general situation of route effects of the two group hypotheses, it is consistent with the result of model fitting hypothesized in Chapter 5.

6.5 Discussion and Summary of Analysis

This chapter has analyzed the influence of retention factors of model hypotheses on different samples' withdraw tendency from organizations. From three classifying dimensions, namely speciality types, nationality, level of talents' organizational performance (KDS), this study performed a differentiation analysis on the route effect of their model structure variables.

In different speciality types, factors influence technologists and executives withdraw tendency from organizations showed relatively high homogeneity. The reason is that some senior and medium executive posts, in the current stage, are concurrently held/ pluralized by professionals, a talent known as dual identity, which means that they are both senior administrative and high-level technologists. Since they have relative advantages in individual human capital and advantageous positions in accessing resources from organizational networks, they form the main groups to which key talents belong, the core retention objects and incitation in management practices for retaining talents in those organizations.

Although from different cultural backgrounds, the two sample groups from Malaysia and China show relatively high homogeneity for talent characters. For Malaysian organizations, in the current management for talents' retention, organization-fitness, community-sacrifice, community-fitness, and equity of reward may be key retention domains for achieving talents' job satisfaction, organizational commitment and increasing job coupling. As for the samples of mainland China, however, on the one hand, "KDS" and "performance visibility" have relatively positive effects on their "withdraw tendency" ($P<0.05$), and on the other, "organization-sacrifice", "off-job reward", and "reward fairness" exhibit relatively significant negative effects on

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"withdraw tendency" (P<0.001, P<0.05). This conspicuously reflects the duality of talents with high organizational performance features in Chinese samples. This means higher withdraw risk and restriction of job coupling factors to withdraw tendency.

Meanwhile, this also indicates that current key policy for Chinese enterprise to retain talents, on the basis of job coupling, may be the promotion of talents' perception of fair reward and incitement of organization-sacrifice, as well as off-job incoming motivation (such as incitement of intensified training or encouragement to join some academic association) for facilitating talents' career development, so as to further achieve talents' high job satisfaction and organizational commitment as well as form high cost of resignation from organizations.

Comparison of route effects of population, occupation variables and model hypotheses for the two samples with different organizational performance features (KDS) shows again that, as is anticipated, talents with high key-degree features have advantages in individual human capital and preferential advantages in accessing organizational network resources. The significant situation as per LISREL for mediator variables of the two's model hypotheses is consistent with general fitness results of the latent variable model in Chapter 5.

Meanwhile, through the analysis on the effect of their route coefficients, the differences in the route effect of the two samples' influence on talents' withdraw tendency and key motivation domains for talents with higher performance characters-- KDS was revealed to a relevantly significant degree.

In the route effects of mediator variables in model hypotheses to talents' withdraw tendency from organizations, it is indicated that, either to talents with higher KDS or those with lower, Job coupling factors are of overwhelming restrictive force to their

withdraw tendency, and the achievement of job satisfaction and organizational commitment are significant dependant on the degree of talents' job coupling.

As is indicated by the differences in the route effect of identified variables on talents' withdraw tendency from organizations, key retention management domains of talents with higher KDS are different from those with lower, comparatively speaking, the route effect of the former, "community-linkage" and "norm commitment" are sequenced further forward. This may indicate that, in organizations, the institutionalized retention and incitement for talents, off-job rewards on the basis of individual's career development and living quality may be more likely to achieve talents' job satisfaction and organizational commitment whom with higher KDS.

In the following chapters, this research will put forward systemic suggestions for developing strategies of retaining talents based on the job coupling model.

CHAPTER 7 DISCUSSION AND CONCLUSION

From the perspective of job coupling and social capital in modern organizations, this study has expanded the five-route mediated chain model of talents' KDS– withdraw retention, which is based on Allen 's (2001) voluntary turnover model, in which talents' " withdraw tendency from organizations " is the dependent variable. In MBA samples from China and Malaysia this study showed, significant verified results and directive inspirations on key domains for talents retention in organizations.

However, stress on talent retention in an organization is not to prescribe a "provisional" policy but develop systemic strategic tools. And cover such a talents' retention system into an organizational network in which talents' works and lives, as well as institutionalized measures, are an optimally integrated system based on organizational coupling circumstance. For this purpose, this study is based on the talents' turnover classification mode of Dalton and Todor (1982) which following the perspective of resignation from organizations, puts forward an optimal decision construct mode on talents retention with high organizational performance characteristics, to an elucidate effective mechanism of job coupling retention factors in the mode.

In addition, this study has made systemic suggestions on the development of an integrative retention for talents in modern organizations. In the concluding chapter, a brief summary will be given, while suggestions will be made for future research in related field.

7.1 Issue of Optimization Model

By analyzing demands for constructing a theoretical model of turnover behaviours and solving practical problems, March and Simon (1958), in *Organization* – a pioneering contribution to research on the issue of turnover behaviour, divided decision-making behaviours into perform-decision and participate-decision in organization activities.

They believed that direct motivations of these two kinds of decision-making behaviours differ from each other greatly. Perform-decisions are under the interpretation of incentive factors, such as objectives, desirability, social control, norm, group pressure, and payment; however, participate-decisions are subject to interpretation of retention factors, like turnover desirability perceived by individuals, and apperceived mobility etc. Therefore, in terms of theoretical construction, March and Simon defined turnover behaviours as psychological reflections of their selective decisions to participate in certain organizations.

Most scholars who do research on this issue of turnover also treat perform decision and their incentive problems as independent domains, and as a result, it is hard to avoid splitting their intrinsic relations with performance-inciting influence factors in research on strategies of human resource retention in organizations, which is in expectation of lowering turnover rate.

This study has revealed that suggestions or strategies on talent retention, which are put forward through diagnosing the issue of talents' drain simply on the basis of common turnover model, may lead to unilateral stress on inciting talents' decisions to participate, but neglect inciting talents' performance. In particular, interconnecting mechanism linking talents' participate-decisions and perform-decisions with key retention domains may not be understood. Thus talent management in organizations may be in a state of

low efficiency, that to say, talents with high performance features fail to bring their efficient advantages into play, while those with lower performance continue to stay in organizations.

Though Porter and Steer (1973), noticed the difference between resigners with low performance and those with high performance at a very early stage, they proposed that it is necessary to treat the level of job performance as a factor influencing turnover. Dalton and Todor et al., (1982) believed that previous research overstressed the unfavourable influence of talents' turnover to organizations, and put forward a turnover classification mode of interactive evaluation on inducement of organizations to employees' performance and their performance in organizations. Up to the last decade, few scholars published in succession theoretical and empirical research on the process of resignation, from changes in employees' job performance to withdraw tendency, striving for a better understanding of relations between employees' turnover and their job performance, in terms of theoretical construction and experience.

Griffeth (1992) pointed out that the process of employees' resignation from organizations, which are widely cited, is a sequenced one that includes many sectors of working behaviours. Thinking of withdraw, intention of turnover, till the weakening of "organizational citizen state", downgrading of job performance, increasing frequent absence from duty, and final turnover behaviour, namely, employees' decisions on performing behaviours precede their decisions on participation—turnover.

Lee (1999) on the model of multi-route unwrapped turnover further reveals that, due to some "system shockers", sometimes turnover behaviour does not necessarily result from the resignation process, which is accompanied by declining performance as traditionally believed, and maybe just a short period from high job performance to fast turnover.

However, research by Mitchell, et al., (1999, 2003, 2007) on job coupling turnover model from the perspective of retention reveals that coupled linking restrictions formed between key-employees and their employers, even their living-communities are a type of construct or element with powerful influence of retention (anti-turnover) for their integral fitness of jobs and living, and the difficulty or cost of discarding the original working or living modes.

The cost not only from job but also community, its suitable for "talents" with high org-performance feature, being high on-job coupling does not only have a strong influence on talents' job attitude (for instance, job satisfaction and organizational commitment), but may also generate high job performance (Lee, Mitchell et al.,2004). Since it reflects myriad links between talents and the organizations they work for (embodied in advantages in obtaining organizational resources), the fitness for jobs and organizations (embodied in advantages of technical and occupational achievements), and the terrible consequence of turnover (embodied in high turnover cost).

Off-job coupling reflects linkage, fitness and cost of abandonment of talents from society and their family life circles, and it is an independent and strong restrictive force on talents' withdraw tendency, while it may also influence talents' job satisfaction and commitment to organizations.

In addition, talents' off-job coupling not only involves their advantages in social network resources to form organizational innovation performance, but is also taken as a basic source for key retention factors such as off-job reward and performance visibility. Therefore, it will be in favour of expanding horizon of organizations in the management of talent retention. Based on empirical research, Lee et al., (2004), concludes that talents' job coupling mode is a key sector by which people, theoretically and

experientially, connect inciting factors of perform-decisions and behaviours of participate-decisions in organizations.

As is shown in the verification results of this paper on model hypotheses, based on job-coupling, mediator route effect of job coupling takes a prominent position, showing predominating restrictive influence to the withdraw tendency of talents with high KDS in target MBA samples from China and Malaysia, the results show general consistency with the conclusion of Lee, et al. (2004).

Therefore, the talent retention strategy with high org-performance characteristics should be based on social capital theory, following the turnover classification mode and favorable retention principle of Dalton and Todor (1982). This study may put forward a decision classification and optimization model for the organizational effective retention perspective. A brief logical analysis will be given on the different effects modes and possible consequences on talents' job coupling elements, so as to elucidate the position of talents' job coupling in a valid retention system of organizational human capitals.

7.2 Coupling analysis of the Optimization Model

Dalton and Todor et al., (1982), in referring to the unilateral tendency of previous research's overstressing the unfavorable influence of talents' turnover behaviour, put forward a turnover classification mode of interactive evaluation between inducement of organizations to talents' performance and influence of talents' performance to organizations, which is widely cited by subsequent researchers. The model stresses the principle of whether talents' voluntary turnover is favorable to improvement of organizational performance, rather than the scale of voluntary turnover itself, and studies in "dysfunctional turnover" (the exacerbation of organizational performance caused by it) or "functional turnover" (the improvement of organizational performance as its consequence), as shown in Figure 7.1 for the classification model.

View of Resignation		Evaluation from org on talents performance	
		Positive	Negative
Talents' participate decision	No voluntary turnover	(1) Retention (functional retention)	(2) Demission/retention (passive demission or dysfunctional retention)
	Voluntary turnover	(3) Turnover (dysfunctional turnover)	(4) Turnover (functional turnover)

Figure 7.1

The Turnover Classification Mode of Interactive Evaluation

Adapted from Dalton, William, and David M.K, (1982)

The classification mode of Dalton and Todor (1982) on talents' turnover is made from the perspective of talents' resignation from organizations. Due to the combination of talents' turnover and organizations' evaluation on talents' performance, it is easy for researchers to specify that previous research of mainstream schools on talents'

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voluntary turnover, lacking a standard of assessing talents' performance, may overstress the seriousness of voluntary turnover. Therefore, general retention strategies put forward may be of low efficiency, this refers to increase of retention cost in organization, where organizational performance is not improved.

However, Dalton has not discussed further the combination of conditions concerning how to achieve functional talents retention (Quadrant 1) or why to cause dysfunctional retention (Quadrant 2). Therefore, based on the organizational equilibrium theory of March and Simon (1958), this study has divided talent's decision- behaviour into two types, perform-decision of individuals operating in organizational activities and participate-decision of individuals joining in organization. From the perspective of retention, this study has classified logically four kinds of modes in accordance with the consequences of talent retention, which are possible to form positive effects by combining different incentive strategies and corresponding countermeasures in organizations, as shown in Figure 7.2.

		Motivation influence from performance	
View of Retention		strong	weak
Motivation influence from participation	strong	(1) Functional retention (different retaining motivation strategies)	(2) Perform dysfunctional retention (combined retaining optimized strategies)
	weak	(3) Participate dysfunctional retention (combined retaining optimized strategies)	(4) Dysfunctional retention (low-cost retention motivation strategies)

Figure 7.2

The Optimized Talent Retention Mode based on Retaining Factors

In Quadrant 1, the combination effect generated by different retention motivation strategies in organizations are of strong positive influence both on talents' participate-

decisions and their behaviour perform-decisions. This creates a situation where lower turnover rate of talents with high performance and organizational performance are maintained at relatively high levels, for instance, high entire income, relatively low cost of internal transaction, formation of advantages in technical innovation and competitive advantage for talents in organizations, etc, and relatively high job coupling levels of talents (organizational network linkage with resource advantages, high fitness for organizations and jobs, high turnover cost).

Moreover, from the perspective of industry's competition market for talents, combination effects of strategies for talent retention and incitation depend on elements of organizational network circumstance coupled by them, for example, desirability linkage between individual and organization, organizational culture, relationship among personnel, advantages in access to resources, and normalized institution efficiency, etc, and are hardly imitable in competition advantages for their greatest difference from other organizations. Thus the combination of such retention strategies will form the optimal mode for talent retention.

In Quadrant 2, the combination effect generated by different retention incitation strategies in organizations are only of strong positive influence on talents' behaviour participate decisions in organizations, but influence on perform decisions is not enough to create a situation where organizational performance is considerably improved. This is common in such organizations or leadership and is usually termed "countryside club", or leadership of "free-rein", namely, high relationship incitation and low job-performance incitation.

The consequent organizational performance of such a situation is that talents with high performance failed to bring their due efficiency advantages and those with lower performance remained at organizations as redundant; talents' job coupling level may be

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high but unbalanced, namely, comparatively harmonious organizational network linkage, medium organization and job fitness, and relatively low turnover cost.

Strategy may lead to low turnover rate of talents in a short period, but they may cause low organizational output performance or profit owning so that the organizational performance is kept at relatively low levels. In the end, it may fail to provide the organizational inducement necessary for keeping talents with high performance to make contributions, such as, hierarchical job performance rewards, and necessary org-resource for on-job incitation, thus leading to the final turnover behaviour of talents with high performance.

In evidence, such an unfavourable retention performance situation in organizations may be optimized through strengthening talents' performance incitation, but the basis for realizing such optimization or improvement firstly lies in constructing a performing motivation culture or organizational circumstance in which coupled talents.

In Quadrant 3, the combination effect generated by different types of retention incitation strategies in organizations are only of strong positive influence on talents' perform decisions to short-term tasks, but their influence on talents' decisions to participate in long-term organizational behaviours is not enough to improve significantly the situation of withdraw talents with high performance. This is common in "economic man" organizations that cannot integrate individuals into organizations' long-term objectives and mainly adopt personalized money incitation.

Especially in knowledge-intensive organizations which rely on creation of organizational intellectual capital to maintain their competitive edge, the combination effects generated by such retention incitation strategies may result in organizational coupling circumstances adaptive to people's short-term rational selection, such as

aggravating attitude of speculation in talents inside organizations, sharpening malicious competition among members, blockage of information and technique and lack of trust.

As a result, the existence of such organizations may be hard to maintain, just similar with their short-term tasks. In such organizations, job coupling level of talents is lower, namely, rather poor organizational network linkage, lower organization and job fitness, and the lowest social and psychological turnover cost. In evidence, such a retention situation unfavorable to participation in organizations should be changed and further optimized through strengthening talents' participation motivation. However, the basis for realizing such optimization or improvement firstly lies in construction of a participation- incentive culture of organizational network circumstance coupled by talents.

In Quadrant 4, combination effects generated by different types of retention incitation strategies in organizations are no influence, and they may only be needed for maintaining labour for fulfilling tasks, neither seeking positive influence on talents' long-term behaviour in participate decisions nor anticipating forming a situation, by investing certain capital, which is of long-term positive influence on talents' perform decisions in organizations. This is common in organizations that deal with "functional outsourcing of human resources" or organization with "low replacement cost" of human resources.

For instance, "talent-dispatching employment mode" in many cities of in China belongs to this situation, which is formed by linkage between employing units and market talent-lending enterprises. In such organizations, job coupling level of talents is the lowest, namely, lack of effective organizational network linkage, lower organization fitness, and lowest turnover cost.

However, such an employment mode is not applicable to knowledge-intensive organizations that depend on creation of organizational intellectual capital to maintain their competitive edge. Moreover, if such organizations wish to find opportunities for sustainable growth, it is an objective requirement for them to reconstruct their human resources to shift toward the model of retention incitation strategies in Quadrant 1, and the basis here also lies in coordinative creation of participation and performance incitation culture concerning elements of organizational network circumstance coupled by talents.

In light of analyses on the four typical modes for retaining talents, which can exist in organizations, having the optimal and integrative mode of talent retention decision as the base, it highlights the fundamental nature and efficacy of talents' job coupling in achieving functional retention in modern organizations. From the mediated multi-route model for voluntary turnover concerning talents' participate decisions, equity of reward, and development opportunities provided by organizations, which are included in policies for talent retention, Allen, et al., (2003) showed that organizational "human resources bundle", namely, a combination mode of incitation strategies for some special human resources question which may influence talents' participate (turnover) decisions and perform decisions, mainly through the model mediator variable that circumstances supported by organizational network, which talents perceive they have coupled or strength/ intensity of available network resources.

Therefore, it takes a central position in the field of talent retention and development to establish an effective talents' job coupling mode, which also provides a platform for effectively unwrapping the human resources bundle. For the purpose of elucidation, in accordance with logical combination of relations between retention factors on the basis of job coupling which is obtained in empirical research from models in the paper, nine

types of talent retention modes are described, as shown in Table 7.1, which may exist in actual organizations, in correspondence to Figure 7.2.

Off-job reward and Family responsibility are both retention factors of talents' social coupling and factors hard for organizations to control directly. Therefore, the two factors are not covered into Table 7.1, and are supposed no influence to combined variables' relations in the table. Job attitude consists of job satisfaction and organizational commitment.

Under standard of talents with high KDS, low withdraw tendency from organizations, and long retention time efficiency, there are two belonging to the "functional retention" mode (1) where all job coupling are factors restricting withdraw retention from organizations, and under the standard of high key-degree of talents and low withdraw tendency from organizations.

There are three belonging to participate dysfunctional retention mode (3) where job coupling is a major factor restricting resignation from organizations, and performance visibility is a competing factor in the labour market, but it may be improved through elevating job coupling;

There are three with low key-degree and low withdraw tendency, belonging to performance dysfunctional retention mode (2), in evidence, they may be improved through adjusting fitness elements in talents' job coupling, such as skill-post, responsibility-power, and training-development etc. with the assistance of corresponding performance incitation (for instance, contribution-reward equity);

There is only one in the dysfunctional retention mode (4), and it usually belongs to organizations dealing with short-term tasks, where replaceability and mobility of personnel are higher.

Table 7.1

The Retention Mode based on the JC in Modern Organization

Retention Pattern	**Functional retention-1**		**Participate dysfunctional retention -3**			**Perform dysfunctional retention -2**			**Dysfunctional retention -4**
KDS	high		high			low			low
Performance Visibility	high	low	low	high	low	low	low	low	low
Reward Fairness	high	high	low	low	low	high	low	high	low
Job Coupling	high	high	high	low	low	low	high	high	low
Movement Desirability	high	high	high/ middle	low	low	middle	middle	high	low
Withdraw Tendency	low		low	high	high	low			high
Main Restrictive Factor	reduce PV	Labour market	Labour market	JC; reduce PV	JC; JS & OC	JC; increase KDS	Org-culture; increase KDS		HRM-reset
Continuance	long	Less long	middle/ short	short	short	middle	middle/short	long	short

7.3 Discussion

The dominant subject running across the whole study undertaken in the paper is to have a profound knowledge and understanding of actual relations between talents with high performance characteristics and the process of their withdraw tendency from organizations in the modern cultural context. This study, through interviewing typical representatives and collecting data from independent samples in two steps around the objective, mainly deals with the following five works and arrives at corresponding conclusions, which reflect the major innovative contributions of research in the paper.

(1) For indicator of talents' key degree- KDS, in the explorative research with introduction of job coupling mode in the first phase, construct of organizations' key talents, which is defined according to coupling theory of modern organizational social capital, reflects the coupling features of talents' organizational behaviour performance. The higher the level of such performance features, the stronger the advantages in key competitiveness of an organization to create value on the basis of intellectual capital (Dess, 2001).

Under the background of knowledge economy reform of modern organization, it is necessary to appraise the features of talents with high performance across organizational boundaries, and across traditional general-purpose measuring mode (such as task performance degree) for talents' job performance, to get more inclusive and profound understanding of development trend of knowledge-directed and characterize organizational behaviour performance and strategic organizational network (Ritter and Thomas 1999; Dess and Gregory, 2001).

Introduction of the coupling perspective into measurement of talents' job performance is not only in favor of catching characteristic performance features possessed by talents

in creating organizational values, but also consistent with "job coupling" analytic mode, thus, it is benefit to reveal the internal relations talents' organizational behaviour performance features and their retention factors.

Therefore, at operational level, this study defines talents' job performance features as hypothesized into seven measuring dimensions (namely talents' organizational interconnection, transfer advantage in organizational memories, irreplaceability, elastic trustiness, influence of associate performance, team affinity, and innovative trend) (Allen, 2001). Then, drawing on the measurement indicator of Ritter (1999) for measuring key degree scale based on organizational network competitiveness, this study develop the measuring indicator into KDS for talents' key-degree scale defined in the research, on the basis of investigation of typical MBA samples. As the tool for measuring the performance feature level of key talents in organizations, validity of self-reporting survey in measuring indicator for talents' key degree is verified in two aspects as follows.

Firstly, inspection of psychometric quality indexes commonly used in such measuring indicators for behaviour performance, including extensively used reliability (α mark) and structural validity (factor analysis), which reflect the internal consistency of measuring indicator. All α values of the measuring indicator finally determined are above 0.7, and exhibit stable 3-factor structural validity.

Secondly, the consistency between key-degree and talents' actual job performance, namely analysis on relevance coefficient between sample talents' key-degree and their annual assessment index of organizational performance, which is converted into standard marks, with significant results.

After satisfying the analysis result of evaluation, it can be concluded, these measuring indicators of KDS can be extended to anonymous questionnaire surveys, and its internal reliability and construct validity are acceptable. In the second phase of confirmatory inspection on model hypotheses, effectiveness of measuring scale also showed satisfied analysis results.

(2) Based on the literature review and explorative research on the introduction of job coupling, in order to put forward model expansion hypotheses in the research, this study operates as per the following two steps.

Firstly, examining the significance of their effects on talents' withdraw tendency from job coupling, KDS, job satisfaction and organizational commitment of organizations related. The main works in the sector include: local-oriented adjustment of job coupling measuring indicator which is introduced from Western literatures, structural adjustment of questionnaire survey, correlation coefficient matrix analysis on the hypothesized model variables, and OSL hierarchical regression analysis with withdraw tendency as dependent variable.

The results of analysis on sample data showed that mediator effect of job coupling variable may exist in the relation between talents' KDS and their withdraw tendency from organizations. Therefore, the study logically introduces "on-job coupling" and "off-job coupling" as mediator route variables into Allen's (2001) two-routes mediated model, and puts forward ten hypotheses with regard to causal effect relation and mediator route relation between mediator variables after expansion, which constitute the five-routes mediated model.

Secondly, in order to abstract moderator variables (adjusting variable) from the model expansion hypotheses, by way of interviewing typical samples, obtain adjusting

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variables with relatively high identification, which influence their achievement and withdraw tendency. By means of factor analysis, three adjusting variables are abstracted from the model expansion hypotheses. In order to extend the cognitive horizon of adjusting variables' effect to job coupling elements, extend the interactive effects of related adjusting variables to job coupling elements according to possible logical relations, based on the hypotheses for the interactive effects among the adjusting variables and talents' job performance, which exist in the turnover model of Allen (2001).

In this way, theoretically speaking, an objects have interactive effect with adjusting variables, may distributed on three sectors of the model routes: talents' KDS, job coupling, and talents' social linkage, and they are composed of eight hypotheses on interactive relation effects, thus, complete expansion hypotheses of the research model in the paper are constituted.

Based on the model of Allen (2001), developed exhibits might lies in three aspects, one is with regard to the model route, introduction of on-job coupling and off-job coupling mediator relations is in favor of revealing how talents' performance influence or form the route mechanism of job satisfaction and organizational commitment, so as to further analyze and identify key management domains (such as the creating job coupling circumstances in organizations) where organizations may effectively implement strategies for talent retention. Second is with regard to the definition and measurement of KDS, which are formed by the aforesaid measuring indications in seven dimensions, highlight coupling and speciality of key talents' organizational performance and this is in favor of revealing organizations' key competitiveness situation and key management domains, which are reflected by human capital. The third concerns adjusting variables, the model increases four moderator variables, which are suitable to related modern

organizations and are of more inciting or restrictive force, reward fairness, family responsibility, off-job reward, and adds interactive effects between performance visibility and social linkage.

(3) In order to verify the expanded relation hypotheses between talents' organizational performance and withdraw tendency from organizations, which are put forward in the study based on job coupling mode, this study, adopting questionnaire measuring indicator that is determined in the first phase, carries the structural questionnaire survey within independent stratified random samples in the second phase.

Quality analysis is first made on model data, and results show us that job coupling and KDS both have stable factor structure, and other variables all relatively high structural validity. This indicates that the measuring tools are of good stability and effectiveness. Then, this study employ SEM (LISREL) fitness-checking software in inspection on relations of hypothesized routes in the model, obtaining desirable fitting results, in terms of model route relations, all can obtain acceptable significance verification, with exception of route effects requiring interpretation of adjusting variables.

In the inspection on hypotheses for interactive effects of the model's adjusting variables, OSL hierarchical regression analysis is conducted on them (KDS, on-job coupling, and social linkage), of the three effect sectors for the model's hypothesized routes. Namely, these forward mediator variables of hypothesized routes, which are respectively in causal relations with the three variables, are taken as dependent variables for determining the corresponding multiple regression equations. In comparing marks of β and ΔR^2, and their significance level in results of the two steps of regression analyses, the result shows that all hypotheses for interactive effects can reach acceptable significance levels, in addition to bringing new discoveries.

Firstly, for the model's overall hypothesis, in model's mediator routes which introduce job coupling, the mediator effect of on-job coupling to talents' organizational performance, job attitude variables, and then withdraw tendency from organizations, takes a dominating position. Therefore, organizational circumstances and incitation policies that promote talents' job coupling may be the key domains for organizations to manage the retention of talents.

Second, it is indicated by the situation of effects of adjusting variables, the factor of reward (level, equity, and networking of reward) is the most fundamental retention factor for which talents' with high performance choose employment units at the current stage. Wherein, off-job reward is a kind of compensation mechanism with which talents continue to work in organizations with comparatively low on-job reward; family responsibility is a kind of variable with "double edge", it may generate negative moderating effect on the relation between talents' organizational performance and job attitude variables (namely, job-family conflict effect), but its negative moderating effect on the relation between job coupling and withdraw tendency from organizations. This means that, it may be one of the important retention factors for organizations keeping talents.

In addition, talents' performance visibility is a type of indicator not only for "Talent Competing and Despoiling Project" (Wysocki, 2000) among organization but also the dominant factor for talent individual KDS. In valid samples, visibility of performance can be realized through the social networks coupled by talents.

(4) In order to further specify management domains for retaining talents with high organizational performance features, this study divides representative groups into samples along three main dimensions in the second phase of the survey, speciality types of professional job of talents (technologist, executives and distribute/ operational

talents), nationality (mainland of China and Malaysian) and organizational performance features (higher and lower KDS), to investigate differences in the effects of model variables.

And based on the scale of classified sample groups, this study adopts corresponding T-test and Factor analysis to inspect the significance level of difference among different groups; and employ OLS regression analysis, route analysis of LISREL to respectively inspect the significance of differences in effects of model variables of Chinese and Malaysian samples on their withdraw tendency from organizations; as well as the significance of differences analysis in effects of model routes of samples with high key-degree and low key-degree. The results of analysis indicate as follows.

Firstly, in samples of different job categories, factors influencing technologist and executive withdraw tendency from organizations show relatively high homogeneity (low replaceability and high withdraw rate). The reason is that, in some organizations now, most senior and medium executive posts are concurrently held by professionals. Since they have relatively high advantages in individual human capital and hold advantageous positions in accessing resources from organizational networks. Thus they formed the main groups where key talents belong and are also the key objects samples in the management for talent retention in those organizations.

Secondly, comparing with different nationalities, for Malaysian enterprises and talents, during the current era, organization-fitness, community-sacrifice, community- fitness, and reward fairness may be the key retention domains for achieving talents' job satisfaction and organizational commitment. As for samples of mainland China, however, their key-degree and performance visibility are of relatively significant positive effects on their withdraw tendency; on the other hand, their organization-

sacrifice, off-job reward and reward fairness exhibit relatively significant negative effects on their withdraw tendency.

This conspicuously reflects duality of talents with high organizational performance features (turnover risk and restriction of job coupling factors to talents' turnover). And meanwhile, this also indicates that the current key policy domain for Chinese enterprises to retain talents, on the basis of job coupling, may be the promotion of talents' perception of fair reward and incitement of organization-sacrifice, as well as off-job incoming incitement (like the incitement of intensified training) for facilitating talents' career development, so as to further achieve talents' high job satisfaction and organizational commitment as well as forming the high cost of withdraw from organizations.

Thirdly, is comparison of route effects of the population, occupation variables and model hypotheses for the two samples with different KDS, shows that again, as anticipated, talents with high key-degree features have advantages in individual human capital and preferential advantages in accessing organizational network resources.

The sequence analysis on effects of their route coefficients estimated as per LISREL reveals the influence of differences in route effects of the two samples on talents' withdraw tendency from organizations, key incentive domains for talents with high organizational performance, wherein, in sequencing the route effects of mediator model variables to talents' withdraw tendency from organizations, it is indicated that, to either talents with high key-degree or to those with lower, job coupling factors are of overwhelming restrictive force to their voluntary turnover, and achievement of job satisfaction and organizational commitment significantly depend on degree of talents' job coupling.

As is indicated by the differences in sequencing the route effects of identifying variables (items of variable) for model mediator variables to talents' withdraw tendency, key retention management domains of talents with high key-degree are different from those with lower, comparatively speaking, the route effects of former "community-linkage" and "norm commitment" are sequenced further forward, and this may indicate that, in organizations, the institutionalized retention and incitement for key talents and off-job incitement on the basis of individual's career development and living quality may be more likely to achieve key talents' job satisfaction and organizational commitment.

(5) Finally, for revealing the effect mechanism of job coupling to talent retention, this study, drawing on the classification theory of March and Simon (1958) to organizational retention incitation and classification mode of Dalton and Todor (1982) to key employees' withdraw behaviour based on turnover perspective, puts forward an optimized decision mode for effective retention suggestion of talents with high organizational performance in organizations, from the perspective of effective talent retention. This model will combine the strong or weak relations of retention policies in organizations to talents' participation and perform decisions. The analysis on the mode indicates that retention policy, orienting towards promoting talents' job coupling, may achieve the situation in which organizations realize optimal human capital retention. On that basis, puts forward suggestions on development of an integrative retention for talents in organizations.

7.4 Implication

Based on the study of employees' turnover model and observation on managing retention of organizational human resources, Mitchell, Lee, et al., (2001) believe that in the labour market with increasingly furious competition, scholars and supervisors often felt the traditional retention strategies, which are dependent on economic/ money motivation and psychological adjustment, cannot avoid talents' relative dissatisfaction with their job and declining organizational commitment, thus most incitation measures related to retention are often "ephemeral".

This study draws on the views of Mitchell and Lee (2001, 2004, 2007), on retention management thought, which is based on talents' job coupling, namely in the strategic plan for talent retention, job and non-job retention factors should be taken into consideration from different career stages, meaning "entrance period" (in this period, talents get familiar with special knowledge, technology, norms and anticipation), "stableness period" (in this period, which may be long or short, talents lead a relatively stable working life but know little new information about jobs and organizations), and "secession period" or "detachment period before retirement" (talents may quit either voluntarily or not). Under the actual "job coupling" background, to operate relative suitable talents' job coupling circumstances, so that organizations may select better combined or integrative plans of talents' retention strategies. Furthermore, they may divide development of overall retention plan system of key talents in organizations into two hierarchies as follows.

The first is about strategic level, developing the "management domain" for talents' retention at the hierarchy of organizational strategy, including three items as follows.

Firstly, to specify objects of the retention plan clearly, part or all (team), in case of all team talents, the fitness of recruitment before should be taken as the key control sector, since organization should try to retain all talent from the very beginning;

Secondly, to identify the nature of influence caused by turnover (function or dysfunction), distinguish key talent (higher KDS or lower) and formal staff, measure their replacement costs, and possible damage to organizational network performance induced by their turnover behaviour;

Thirdly, to identify the lists of causes leading to talents' turnover, an external consultation agency may be invited to interview resigners within one to three months after their turnover behaviour. In this way, they may tell the truth of turnover, rather than lying, and they may not be concerned by revenge. Continual study is needed as to the reasons for talents' retention (the investigated subject is the determining factors which retain current talents in position) and develop a retention plan supported by the leading hierarchy and obtain necessary organizational commitment and financial supports.

The second is about the operational level at which to highlight the function of job coupling, development of tailored retention strategies based on "job coupling" at hierarchy of management implementation for some key or special talent groups, especially for some key positions. Holtom et al., (2006) commended three dimensions: focus on individual factors (for instance, individual perceive, motivation), organizational perspective (for instance, organizational specialties, culture and human resource experience) and social background factors (such as, individual social resources and friends linkage net).

Referent operational behaviours from The Fortune 100 Best Companies in US (Holtom, 2006), background theory of job coupling and social capital (Allen, 2001; Mitchell, 2003, 2004, 2007; Liao, 2007), we can conclude with some suggestions from the operational platform to increase the degree of talents' job coupling. What factors might influence job coupling in the organization or community? Whether can discover other dimensions for influencing job coupling of talents'? This study concludes with a list for increasing talents' job coupling in organizations as a review for more academic research directions.

Firstly, to establish a dynamic organization fitness view of talents and jobs, by means of harmonious management between individual occupational plans with the objectives of organization, may continually provide talents with job opportunities at every occupational stage. This can operate as follows, to encourage talent candidates whose values fit with the organizational values; to assist talents in career planning; provide training and development opportunities that help talents meet their long-term career goals; to provide socialization opportunities to newcomers that allow them to meet and get to know others, especially group or team members; to provide extensive information to talents about career opportunities within the organization; to encourage talent input into decisions that directly affect them; to involve talents in developing schedules that fit their needs (full-time or part-time status, shifts, hours).

Secondly, to promote community fitness, recruit mostly talents in markets/ communities surrounding facilities; to avoid relocating talents as far as possible; to provide them with information about community activities and resources; to locate new facilities near talents or commuter lines.

Thirdly, to establish organization linkage between talents and jobs, such as allowing talents to choose which teams or projects to join; to provide mentors to sponsor and

coach talent candidates; to facilitate peer recognition; provide opportunities for knowledge sharing among talents to improve service and skill development; to offer talents referral bonuses.

Fourth, to improve talents' community linkage, for instance, an organization may sponsor or provide talents with time to participate in various off-job activities (activities of professional academic societies, communal or organizational activities, etc.), and sponsor some associations to provide services to talents, so as to increase opportunities and intensify the strength for establishing linkage. Though such linkage may possibly enable talents with high performance to perceive more available employment opportunities for their strengthened performance visibility effect, talents with high coupling degree obtain off-job earnings, which are connected to the organization, and thus may find it hard to quit. For instance, supporting community service by talents (for example two days off per year for community service), especially projects undertaken by talent groups; to promote talent involvement in local schools (for example as mentors); to encourage involvement of community-based civic or professional organizations; to sponsor junior-league teams for children or sports teams in community leagues for talents.

Fifthly, to establish organization sacrifice through introducing long-term financial incitation, besides providing creative benefit alternatives or cafeteria plans, tailoring benefits to meet individual needs and enhancing work/life balance; to pay well; to share profits; to provide "golden-cuff" which means to offer "restricted stock grants" or "stock options"; to contribute to retirement funds generously; to provide on-site child care; to provide incentives or perks based on tenure; to allow talents input in designing the work environment and company celebrations; to support telecommuting and other family-friendly work arrangements.

Finally, to improve talents' community sacrifice, this is very important especially for talents to give up interregional turnover. Organization may support long-term community services, VIP positions in community etc., provide home-buying assistance, offer local transportation assistance etc. Talents will lose all of those once they leave the organization.

In evidence, such systemic foundation works concerning the retention management of organizational talents, which are based on the job coupling mode, are not only necessary and applicable, but also pressing to various organizations that desire long-term growth, and especially to knowledge-intensive organizations that pursue human-oriented management and depend on the construction of organizational capacity efficiency. The retention of talents in organizations based on "job coupling" may be established and maintained through developing in-organization or off-organization relations of talents with other organizations or institutions dynamically. Efficiency in talent retention may be improved from multi-route and multi-process retention factors. Meanwhile, such works can also expand greatly the perspective for analyzing talents' retention which is based on improving traditional job satisfaction and organizational commitment before.

7.5 Limitation and Future Domains

7.5.1 Limitation

With regard to effective strategies for speculating future research domains in the job coupling mode, which is of a fundamental management position and relatively large expansion area, influencing talent retention in organizations, some limitations and more extension can conclude as follows.

In terms of limitations of this research, the first problem is that the investigated samples have relatively high homogeneity (focus in MBA group, although from different representative location, but with more similar limitation of occupation and population), and this may affect extension to unwrap model variables, such as job satisfaction, organizational commitment, etc.

Secondly, KDS, the talents' key-degree scale, as the model's key exogenous independent variable, is developed on the basis of typical MBA features of talents with high performance. Thus the application range of the analysis result should be treated carefully if expand into some special industry. If so, the conclusion of this paper should be test again.

Next, the inspection result, owing to restriction of special turnover culture (namely, the concealment of voluntary turnover behaviour, high relationship and secrecy feature of talents' profit and loss), is obtained by selecting in-service talents' withdraw tendency from organizations as the final dependent variable. Though job coupling analysis mode is put forward on the basis of talents' retention (Mitchell, 2001), complete verification may, if the condition is available, be done on the model in a later phase with talents' voluntary turnover as dependent variable, to develop relationship between withdraw tendency and voluntary turnover. However, such empirical research on models with

actual voluntary turnover behaviour as dependent variable, are very few in literatures on turnover research.

This study developed the job coupling as the core mediating variable between talents' KDS and withdraw tendency. Actually, it may not the only "role" acting in empirical status? Therefore, in terms of further investigation, how will it develop from the origin of the initial formation of job coupling? One possibility is that over time an individual becomes more "coupled" in a set of unique conditions due to natural accumulation of relationships, the financial and psychological investment in various types of activities, and a sense of growing comfort and contentment with the surroundings. On the other hand, it is possible that the development of job coupling comes to a halt after one reaches a certain level of coupling, unless some critical events take place (for instance, certain spouses who requires a stable income, constant care-taking, etc.), one does not get more coupled when a certain level has been reached.

7.5.2 Future Domains

Regarding implications for future domains of job coupling, because it is considered as an outcome of various forces (grouped into dimensions) on-job and off-job, this study anticipates factors that increase linkage, sacrifice and fitness to predict the degree of coupling. Considering the academic results of this study, from the talent retention model, adjusting variables and development of job coupling in the future, this study proposed five potential aspects for further expanding as follows.

The first potential issue for further study is in view of expansion hypotheses on current model's routes. This study has not involved empirical research on talents with "performance shock" as mediator route. However, "performance shock" may be more sensitive to quit behaviour of talents with high organizational performance feature, since it is harder for talents to accept "protruding performance failures" resulting, or to be accepting admission from other organizations under circumstance/ temptation of more highlighted performance visibility (Allen, 1999; Lee and Mitchell, 1999), which means from higher esteem or self-actualization.

As such, a shock is sufficiently jarring so that it cannot be ignored. Talent's interpretation of the shock depends on the social and cognitive context that surrounds the shock experience. Shocks can be personal events that are external to the job or events that are job or organizational in nature. The first category might include winning the lottery, having a spouse transferred, being elected a church officer, losing a loved one, or adopting an infant.

The second category includes events such as being passed over for promotion, receiving a job offer/inquiry, having an argument with the boss, becoming vested, or earning a large bonus. This category also would include corporate takeovers, scandals,

diversification, or downsizing. Note that the shocks described in both of these categories may be positive, neutral, or negative and they may or may not be expected. For example, shocks such as a company takeover, being passed over for promotion, or an unsolicited job offer often are unexpected. Expected shocks might be events such as a planned birth of a child, a previously discussed merger, or a logical and anticipated promotion.

As the theory of job coupling presented in this study, being less coupled does not push talent to leave a job as dissatisfaction does (for instance, someone can have a low level of coupling but be satisfied with a job). What low levels of coupling may do is make talent susceptible to shocks and dissatisfaction--if they occur, it is easier to search and/or leave. Shocks are interpreted in context--both organizational and personal. When people fit well either organization, community, or both, it may take a stronger shock to cause them to consider leaving than if they fit poorly. This is the case because while individual jobs may vary in their likely fit, in the aggregate outside offers will promise only average fit. Thus, it is less probable image violations will occur and in general the high fit people are expected to remain.

However, "job coupling" is believed to have a potential significant effect to offset negative influence from "performance shock" (Mitchell, 2007). But due to lack of a suitable research model, it is hard to conduct empirical verification. This paper, no doubt, provides a type of effective research approach for solving such issues of experiential and empirical verification, with introduction of mediated multi-route model of talents' KDS–voluntary turnover, which is expanded on the basis of "job coupling". Thus, understanding how coupling might deflect shocks as "shock absorber" and diminish withdraw tendency may increase understanding of talent turnover in the future.

The second potential issue for further study is on the category of adjusting variables in current turnover research models. Most scholars fix their attention on factors that talents perceive to influence their performance or turnover behaviour. Although this may facilitate organizations to carry out tactics for talent retention, which is oriented towards talents' needs, it can hardly diagnose and develop effectiveness of retention strategies formed by organizations under the current management mode (Allen, Shore, and Griffeth, 2003). For example, in order to establish an efficient system for retaining talents in organization, a more important aim that organizations should pursue is to identify the current situation, select retention policies and enable their combination effects to generate an optimized system of "functional retention".

By referring to and implementing the mediated multi-route mode for talents' KDS-withdraw tendency from organizations reasonably, and employing current retention policies as model's adjusting variables to diagnose and perfect their effects, it will benefit the organization to form the optimized situation for "functional retention". In addition, duality of talents' family responsibility (restriction on mobility and job-family conflict), discovered in investigation of this study, is also a domain for further discussion, which interests researchers.

The third potential issue for further study is for previous variables of job coupling. There are several pieces of research on this function already, however, the conceptual model to this function are relatively limited. Allen (2004) is convinced that strategy of organizational socialization may increase the degree of job coupling. And sampling the fresh employees in a huge financial service organization shows that collectivism control and authorities' policy are closely related positive with job coupling.

Literature suggests that job coupling can be increased through a series of organizational measures, such as instituting a mentorship system or increasing the number of work

teams an individual participates in (Mitchell et al., 2008). This study might suggest that people likely to become coupled are those who score highly on personality of agreeableness and conscientiousness, those who perceive that the organization supports them, and those who believe that their skills are transferable. All these might need more empirical study continually.

For instance, in the relationship between job coupling and justice, most scholars agree that there are two types of organizational justice, distributive and procedural justice – although there is disagreement as to whether interactional justice (including interpersonal and informational justice) is part of procedural justice or a third type of justice (Cropanzano and Greenberg, 1997; Mitchell, 2001). Here, this study conceptualizes interactional justice as a social aspect of procedural justice. Organizational justice, especially procedural justice, has been found to be related to job satisfaction, organizational commitment, turnover and OCBs (Mowday, 1991).

People are particularly sensitive to procedural injustice. If they believe that they have been treated unfairly, it is much easier for them to generate negative reactions to inequitable outcomes; but if treatment appears to be fair, the effect of inequitable outcomes is less serious (Cropanzano, 1991; Cropanzano, 1997). Justice perceptions, therefore, can either be considered as an antecedent of job coupling or as a shock competing with job coupling in affecting attitudinal and behavioral outcomes.

When employees think treatment is fair (for example, the supervisor shows respect for them, or they are well informed about decision processes), such a positive impression adds up as a benefit from the organization. If they choose to turnover, they run the risk of entering a new organization with less satisfying justice procedures. When employees believe decision-making is not fair in the organization, their perceptions constitute a

shock (for example, lower rewards for the same contribution for a new employee is a negative, unexpected, organization-centered shock).

Work-related attitudes have been shown to be influenced by a distributive-procedural justice interaction (Cropanzano, 1991; Cropanzano, 1997) such that one's reaction to an unfair outcome is greater when the procedure is perceived to be unfair. Applying the same pattern of relationship among distributive justice, procedural justice and job coupling, people may be more likely to be coupled when they perceive the procedure of decision-making is fair (hence an organization-related sacrifice if they leave the organization) although the outcome is unfair (distributive injustice). In this case, procedural justice leads to job coupling. If there does exist procedural injustice, distributive injustice will make a difference. In other words, a combination of distributive and procedural injustice serves as a shock, exerting forces in the opposite direction of job coupling.

As mentioned above, procedural justice might have some influence on job coupling. However in some way, it's boring to identify the kind of influence between them. Brockner, Tyler and Cooper (1992) argued that if individuals are guided by relational concerns, those who are most committed to their institutions will be the most upset by violations of procedural justice. This interaction between commitment and procedural justice suggests that procedural justice is more strongly related to various outcomes when commitment is high.

When commitment is low, however, effects of procedural justice should be weaker. In a similar way, job coupling may also moderate one's reaction to procedural justice such that a highly coupled individual may react more negatively than someone with a lower level. Because the person is "bound" to the current situation, willingly or unwillingly, procedural justice violations perceived an unfavorable working environment such as

compensation, participation, and recognition, etc, are what the person has to bear. Therefore, people who are less flexible to move away are more likely to display greater affective, attitudinal or behavioral reactions to a shock of procedural injustice. People with lower coupling probably do not care how the organization is doing or how people are treated, so they have less strong reactions.

Here, this study only discusses procedural justice as one type of shock. There could be other types of shocks inducing people's reactions such as different changes occurring in the organization. The mediating or moderating effect of job coupling might still apply to those various changes. As for the direction of them, it is an empirical issue for researchers to discover in future investigations.

The fourth potential issue for further study is about job coupling and other outcome variables. Analysis results of this study showed job coupling might be more powerful than traditional variables such as job satisfaction and organization commitment in the area of influencing individual withdraw tendency even to turnover behaviour. However, these behaviour variables of organizational individuals do not just belong to withdrawing or turnover behaviour, Organizational citizen behaviour (OCB) and organizational performance are all popular outcome variables of organizational behaviour. It is significant study for organizational citizen behaviour or organizational performance from the viewpoint of job coupling.

For example, this study speculates on possible effects of job coupling and organizational performance, through both on-job and off-job forces. If someone is coupled more off-job through family obligations, hobbies, community activities, the person may not put adequate time into the job. Thus off-job forces may erode the current job, lower OCBs and increase absenteeism. Another possible reason why people prefer to withdraw (for example, declining performance, OCB and attendance) from

their work is that they are neither motivated to change their coupled situation nor motivated to perform at work. Awareness of coupling, then, does not necessary result in people's working harder. They may simply lack motivation in general. A third situation may be that the individual wants to move, but feels "be bound", perhaps due to high sacrifice at work or within the community. He or she is not satisfied with this type of "coupling" and decides to withhold effort at work.

Psychological well-being is another possible outcome. The relation between job coupling and well-being appears to be more complex than a simple positive or negative correlation, although this study has found positive, significant and moderate-sized correlations between job coupling and work-related attitudes (Lee, Mitchell et al.,., 2001). Job coupling conveys the idea of a stable structure of life, but it does not necessarily refer to the consistency of the "content" a person experiences. For instance, one may have to deal with a lot of uncertainty and stressful situations at work. Likewise, one's family life may be full of turbulence.

However, the individual is unable to escape such situations if heavily coupled. Here job coupling seems to be an annoying state trapping people at an unpleasant stage. Contrary to that, one may be "happily bind", such as challenging work, congenial coworkers, and exciting activities in the community. All these combined with a stable structure should contribute to one's psychological well-being. Therefore, this study is interested in the relationship between job coupling and well-being but believes it may be relatively complex.

Continually, knowledge management is a hot topic these days. More and more studies have convinced us that the core competitive ability came from innovation. Talented individual with high potential innovating abilities will be the main carriers of organizational knowledge resource. Influence to innovate behaviour from degree of

"coupling" might be more significant than before during the intellective economic era. Therefore, it is worth deepening the study of job coupling influence into the transformational mechanism between individual knowledge and organizational knowledge.

The fifth potential issue for further study is for the optimized suggestion model, though the nine retention modes, put forward in Table 6.1 of this chapter, which may be formed on the basis of combination relation effects of retention factors based on job coupling, to gain support of the sectional data of this study. To some extent, they are still a type of hypothesized modes in short of support of more experiential longitudinal research data. It is believed that it is necessary to conduct dynamic longitudinal simulation research measurements under certain intervention, for specifying major effect factors, which promote talents' job coupling and on which organizations may impose influence.

This study is unwrapped along with the main line of the process that talents with high organizational performance features choose to stay or withdraw from organizations. The latent cause and effect hypothesis is that talents' high organizational performance will lead to their deepening job coupling, and thus they are more willing to choose retention in their organizations. As is indicated by the empirical research of Lee, et al., (2004) and Mitchell (2007), on the relation between job coupling and talents' organizational performance, job coupling, as the linking sector which generate incentive effect on talents' behaviour perform decisions and participate decisions, may be the main cause that influences individual talents' organizational performance.

This study met the satisfied results to support its academic hypothesis. Therefore, to study various "human resources bundles" in organizations from the perspective of job coupling and inspect effects generated by talents' organizational performance with talents' job coupling as the mediator variable, it must be a more expansive area for

improving overall performance of organizations and expanding their incentive management domains for organizational performance, and further shaping an optimal situation of "function retention" in organizations, especially in an age with increasingly frequent personnel turnover occurring and human-oriented management being highlighted in modern organizations.

7.6 Conclusion

In the paper, the dominant subject running across the whole study undertaken is to have a profound knowledge and understanding of actual relations between talents with high performance characteristics and the process of their withdraw tendency from organizations in the modern cultural context, in which improvement of key competitiveness in organizations is dominated by talents' intellectual capital.

Secondly, in processes of model research, referring to Allen's (2001) two-route media chain model of talents' job performance – voluntary turnover, which is based on job-attitude research model, this study introduced the retention factors from job coupling (linkage, fitness and sacrifice with two platform of organization and community) (Mitchell, Holtom and Lee, 2001, 2003), which is important to create organizational retention circumstance. Then test them to see whether they can interpret and forecast such relations, so as to further apply and expand for guiding organizations in developing effective strategies for talent retention.

Following the results mentioned above, it can be basically concluded, the relation between talents' organizational performance and withdraw tendency of voluntary turnover is a multi-route system with duality (retention and turnover) and many incentive sectors. Secondly, in such a relational effect system, mediator position of job coupling is extremely prominent, with dominative restriction position to withdraw tendency of talents. Job coupling is in favor of identifying and expanding key management domains for talent retention, and cultivating core competitiveness based on intellectual capital of organizations. Anyway, talent retention is a contextual and contingent process, this study suggest the executive might consider influence both from job and community where talent coupled.

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APPENDIX 1: Questionnaire

Invitation to Participate in a Business Research Study

Project Title: A Study on Talent Retention

Any concerns regarding the nature of this project can mail hitzwb@yahoo.com.cn .

Approved by the Faculty of Business and Accountancy

University of Malaya
Date: November 2008 to July 2009

By completing this questionnaire you are indicating your consent to participate in this research.

PART I: Here are some items for Job-connection, Please make sign Circle on the "Letter" as your actual status.	Strongly agree	Agree	Normal	Disagree	Strongly disagree
1	My job utilizes my skills and talents well.	A	B	C	D	E
2	I feel like I am a good match for this organization, and feel personally valued by my organization.	A	B	C	D	E
3	I like the authority and responsibility I have at this organization.	A	B	C	D	E
4	I enjoy my work arrangement (such as flextime, shift)	A	B	C	D	E
5	I really enjoy the place where I currently live.	A	B	C	D	E
6	I like the family-oriented community environment of my community.	A	B	C	D	E
7	This community is a good match for me, I think of the community I live as home.	A	B	C	D	E
8	The area where I live offers the leisure activities that I like (such as, sports, outdoors, cultures, arts)	A	B	C	D	E
9	I have a lot of freedom on this job to decide how to pursue my goals.	A	B	C	D	E
10	I am well compensated for my level of performance.	A	B	C	D	E
11	I feel that people at work respect me a great deal.	A	B	C	D	E
12	I will incur very few costs if I leave this organization.	A	B	C	D	E
13	My promotional opportunities are excellent here.	A	B	C	D	E

14	The benefits are good on this job, such as, health-care/ retirement benefits.	A	B	C	D	E
15	The prospects for continuing employment with this organization are excellent.	A	B	C	D	E
16	Leaving this community would be very hard.	A	B	C	D	E
17	People respect me a lot in my community.	A	B	C	D	E
18	I mix well with my neighbors in the community, I feel very safe in it.	A	B	C	D	E
19	How long have you been at your present position?	A<6 Months	B 1-2 Years	C 3-5 Ys	D 6-9 Ys	E>10 Ys
	How long have you worked in your current organization?	A< 1 Year	B 1-2 Years	C 3-5 Ys	D 6-9 Ys	E>10 Ys
	How long have you worked in the industry (speciality)?	A< 1 Year	B 1-2 Years	C 3-5 Ys	D 6-9 Ys	E>10 Ys
20	Generally, how many coworkers do you interact with regularly?	A only 1	B 2-3	C 4	D 5-6	E > 7
21	How many coworkers are highly dependent on you?	A only 1	B 2-3	C 4	D 5-6	E > 7
22	How many research/ project teams to the relevant department are you on?	A only 1	B 2	C 3	D 4	E > 5
	How many academic/management committees relevant organization are you on?	A only 1	B 2	C 3	D 4	E > 5
23	How many of your close friends live nearby?	A None	B only 1	C 2	D 3	E >5
24	How many consortium activities do you often take part in for healthcare, entertainment or to meet your family or personal development needs?	A None	B only 1	C 2	D 3	E >5
25	(if you are married or divorce) how many children you have to support?	A None	B only 1	C 2	D 3	E >5

PART II: The following is the opinions an employee can have **on their job/ organization**; choose it according to your own feeling.	Strongly agree	Agree	Normal	Disagree	Strongly disagree
26	Generally speaking, I'm satisfied/ enjoy with my work in the organization.	A	B	C	D	E
27	I'm completely dedicated to my job.	A	B	C	D	E
28	I often feel my current job is boring/ I 'm fed up with it.	A	B	C	D	E
29	I often feel my current job is not important to me.	A	B	C	D	E
30	I feel happy that I chose this organization rather others at that time.	A	B	C	D	E
31	I'm really concerned about the development prospect of this organization.	A	B	C	D	E
32	I feel proud when I tell others that I'm a member of this organization.	A	B	C	D	E
33	Our organization doesn't attach much attention on strictly executing the rules and regulations.	A	B	C	D	E
34	No one in our organization can escape from the restriction of the rules and regulations.	A	B	C	D	E
35	I'm disappointed with the rules and regulations of the organization.	A	B	C	D	E

PART III: Please Circle on the "Letter" according to your job status.	Strongly agree 99% agree	Very agree 80%	Mostly agree 60%	Agree more than 51%	Basically agree less than 49%	Little agree 30%	Strongly disagree 1%
36	I have built/ maintained a desirable relationship with many talents and experts within and out of the organization. Most of the case, it is I who contact them to solve difficult problems.	A	B	C	D	E	F	G
37	I often pay great attention to all kinds of activities relevant to the organization/department (such as academic conference, training and visiting etc) to find potential valuable cooperating partners.	A	B	C	D	E	F	G
38	I'm sensitive to potential conflict with others. When a conflict takes place, I can deal with it at the other's angle to bring forward a constructive solving method.	A	B	C	D	E	F	G
39	I often attend or take charge of some conferences of the organization/ department with important problems; if I'm absent, others usually can't carry out the work according to plan.	A	B	C	D	E	F	G
40	The knowledge, experience and effective working methods which I told others are often innovated and carried forward by others.	A	B	C	D	E	F	G
41	Once I have made my decision on how to deal with a problem at work, I won't be influenced by others; and I hope there are some better methods to supervise other members to finish a job effectively.	A	B	C	D	E	F	G
42	The leaders of the organization/department, other members and my partners often endow me with complete/ most responsibility and rights to get some work done.	A	B	C	D	E	F	G
43	Even if I couldn't supervise them, I'm happy to let or encourage other members of the department finish a key task alone.	A	B	C	D	E	F	G

44	I prefer to join a team of more characters, and make common decisions on important issues and cooperative relations.	A	B	C	D	E	F	G
45	My speciality is highly independent, thus there is no need to cooperate with others.	A	B	C	D	E	F	G
46	More than 50% of my work needs to be reflected by the work of my colleagues or cooperating partners.	A	B	C	D	E	F	G
47	My personal salary (including premium) is seldom influenced by the work performance of others.	A	B	C	D	E	F	G
48	If I want to leave my current organization, the leaving procedures will take a lot of my time/energy because an ideal successor can't be found in a short period of time.	A	B	C	D	E	F	G
49	Most colleagues are good at solving problems difficult to me.	A	B	C	D	E	F	G
50	I make and implement working plan based on past experience mostly.	A	B	C	D	E	F	G
51	I'm accustomed to discussing opposite viewpoints with my leaders, colleagues, partners even opponents, although it makes me feel embarrassed sometimes.	A	B	C	D	E	F	G
52	I'm willing to spend more time and energy to gain more organizational support for something new.	A	B	C	D	E	F	G

PART Ⅳ: Please make Circle on the "Letter" according to your actual status.	Strongly agree	Mostly agree	Agree (Normal)	Little agree	Disagree
53	The amount of salary is the primary factor when I choose a job.	A	B	C	D	E
54	My efforts usually can't result in its due premium or reward.	A	B	C	D	E
55	While making decisions on benefit distribution, the organization or department seldom considers the contribution of each member.	A	B	C	D	E
56	The employees in our organization or department don't have equal chance to express their opinions as the managing level on the employees' benefit, (or they don't have the enough right to adopt corresponding legal measures.)	A	B	C	D	E
57	My salary is the main economic resource of my family.	A	B	C	D	E
58	My responsibility on my family is the primary factor for me to choose whether to work, where to work and what kind of organization.	A	B	C	D	E
59	When my devotion in work affects the benefit of my family, I will reduce my devotion in work; if the influence is serious and it's hard to alleviate, I will change my work.	A	B	C	D	E
60	What is the proportion of the all kinds of proceeds you acquired off-job packages in your total annual income through job cooperation and coordination with social relations (such as scientific research fee, project commission, speciality service, career investment, share proceeds, securities investment, operation consultation, agency service etc) ?	A Nothing	B 0-100%	C 100-300%	D 300-500%	E more than 500%
61	When I keep in contact with other company's Human resource manager or Chief executives, most of time, they are easily understand my strongpoint they need.	A	B	C	D	E
62	There is often some other company's Human resource manager or Chief executives invites me to join their project or advises me to change to a better job because of my strongpoint/ achievement at work.	A	B	C	D	E

PART Ⅴ: If you have **enough freedom to change your job**, please sign it as your actual status about individual career opportunities:	Strongly agree	Agree	Normal	Disagree	Strongly disagree
63	It's very easy for me to find a better job in other local organizations?	A	B	C	D	E
64	It's very easy for me to find a better job out-of-town organization?	A	B	C	D	E
65	During my most valuable career period, I will consider leaving this organization to find a better job **in the same city** with the **minimal** benefit loss in this organization.	A	B	C	D	E
66	Currently, I'm considering other work chance in the same city.	A	B	C	D	E
67	With my current condition, I think it is not difficult for me to find a better job in other organizations in the same city.	A	B	C	D	E
68	During my most valuable career period, I will consider leaving this organization to find a better job **in another city** with the **suitable** benefit loss in this organization.	A	B	C	D	E
69	Currently, I'm considering other work chances in other cities.	A	B	C	D	E
70	With my current condition, I think it is not difficult for me to find a good job in other organizations in another city.	A	B	C	D	E

PART Ⅵ:

(Ⅰ): Please select the 5 most important relationship of yours among the following indicate it by writing the letter from the most important to the

least important : **A.** Head of your department/ boss; **B.** Working colleagues; **C.** Partners in work (out of your organization);

D. Friends; **E.** Parents; **F.** Spouse; **G.** Children; **H.** Acquaintance; **I.** Neighbor (community committee); **J.** Sibling;

K. Relative; **L.** to the professional HR market or consultative institutes. **M.** other relations (please elabourate_____);

1. If you want to change your job, whom (what's your relationship with them) will you consult it with?   Please write the letter from most important to the least: ①_____ ②_____ ③_____ ④_____ ⑤_____ .

2. If you plan to make important changes in your life (such as   Changing job, purchase an apartment/ a car, or investment). Who will you consult with? Whose advice would you consider?   ①_____ ②_____ ③_____ ④_____ ⑤_____

(I I): Please circle the "Letter" that represents your answer s:

3. I am**: A. Male; B. Female;** My Nationality is: **A.** Chinese;   **B.** Malaysian;   **C.** Other (_____);

4. My race is: **A**. Malay; **B.** Chinese; **C.** Indian; **D.** Other;

   My age is: **A.** less than 30 years;   **B**. 31-40 years;   **C.** 41-50 years;   **D.** more than 50 years;

   And your working career is: **A.** less than 3 years;   **B**. 3-5 years;   **C.** 5-10 years;   **D.** 10-15 years;   **E.** more than 15 years;

   I have worked in current company about: **A.** less than 1 year;   **B**. 1-3 years;   **C.** 3-5 years;   **D.** 5-10 years;   **E.** more than 10 years;

5. What is your current marital status?

   A. Single;   **B**. Married no-children;   **C.** Married with children;   **D.** Divorced no-children;   **E.** Divorced with children;

   If you are married, does your spouse work outside the home?

   A. Pure house-wife;   **B**. Same organization;   **C.** Same city but different organization;   **D.** Different city;   **E.** others;

   If your children need to attend a local school, which kind of school you think possible attending:

   A. General school;   **B**. Second class school;   **C.** Top/ key school;   **D.** Blue-blooded school;   **E.** Others;

6. Do you own the home you live in?   **A.** Mortgaged;   **B.** Outright;   **C.** Others;

7. My organization's core business function is: **A.** Government;   **B.** Manufacturing industry;   **C.** Marketing/ Service/ Hospitality;
   D. Financial /Banking/ Insurance services;   **E.** Education;   **F.** Health/ Pharmaceutical;   **G.** Others (   );

8. What is your department description is: (multi-choice)

   A. Technical/ professional department: ☐ Professor/ lecture;   ☐ Finance/ Accoutering dept;   ☐ R & D centre (scientific research);

   ☐ Information/ computer dept;   ☐ Clinical/ Health dept;

   B. Distribution/ Operational department: ☐ Sales and Marketing;   ☐ Operation/ Supply chain/ Logistic department;

   C. Executive/ Support department: ☐ Executive office; ☐ HR office; ☐ Legal department; ☐ Public relations; ☐ Quality;

7. What your management level is:

   A. Top management (such as CEO/ Director);   **B.** Middle management (such as Head of department);   **C.** The first-line

8. What your job position (technological title) is: *(Other filed referent it)*

   A. Senior *engineer*;   **B**. Junior;   **C.** Supervisor;   D. Technician;   **E**. Operator;

9. Your financial packages (inclusive salary, bonus, allowance and all the physical benefits) from your company/ institution during the whole year
   maybe about (circle it, never mind its anonymity questionnaire, it's a key index for the research)**:**
   A. Less than RM 10,000;   **B.** RM 10, 0001-20,000;   **C.** RM 20,001-30,000;   **D.** RM 30,001-40,000;
   E. RM 40, 0001-50,000;   **F.** RM 50,001-60,000;   **G.** More than RM 60,000.

-----Thanks for your attention and assistance! -----

APPENDIX 2: Part of list of Business School of Malaysian

University of Malaya

Graduate School of Business, Level 4, Block C, City Campus, Kuala Lumpur, Malaysia

Tel: +603 2617 3044 / 3047 / 3051

E-mail: gsb_fpp1@um.edu.my, gsb_fpp2@um.edu.my

http://www.um.edu.my/professionals/ips/list_program...

Universiti Kebangsaan Malaysia - Graduate School of Business

http://gsb.ukm.my/gsb_MBA.html

Universiti Sains Malaysia

School of Management, 11800 Penang, Malaysia

Tel: 6-04-653 3888; Ext: 2759;

Email: nabiha@usm.my

http://www.gsb.usm.my/GSB-mba.asp

Universiti Putra Malaysia (UPM)

Graduate School of Management, UPM Serdang, 43400 Selangor, Malaysia

Tel: +603.8948 3118 / +603.8946 7440 / +603.8946 7441

E-mail: gsm@putra.upm.edu.my

http://www.gsm.upm.edu.my/

Universiti Teknologi Malaysia (UTM) - International Business School

City Campus, Level 16, Yayasan Selangor Building, Jalan Raja Muda Abdul Aziz

Kampung Baru, 54100 Kuala Lumpur, Malaysia

Tel: 03-2694 8969 / 2693 0246

Email: ibskl@ic.utm.my

http://web.utm.my/ibs/

Universiti Utara Malaysia (UUM)

Kedah Darulaman, MalaysiaDeputy , Faculty of Accountancy

06010 UUM Sintok Kedah Darulaman, Malaysia

http://www.fpk.uum.edu.my/

University Islam Antarabangsa Malaysia (UIAM)
http://www.liu.edu.my

University Malaysia Sabah (UMS)
http://www.ums.edu.my

University Malaysia Sarawak (UNIMAS)
http://www.unimas.my

Multimedia University

Branches: PSDC, Penang, Melaka Campus, Cyberjaya Campus

MBA Center, Faculty of Management, 63100 Cyberjaya, Selangor Darul Ehsan, Malaysia

Fax Number: (603) 8312 5587

Email: mba@mmu.edu.my

http://mba.mmu.edu.my/

Universiti Tun Abdul Razak (UNITAR)

Kelana Jaya Study Center, 16-1, Jalan SS6/12, Selangor Darul Ehsan, 47301 Petaling Jaya, Malaysia

General Line: +603 7809 2100,   +603 7809 2020 |

E-mail: crm@unitar.edu.my

http://gsb.unitar.edu.my/faculty/overview.htm

International Islamic University of Malaysia (IIUM)

Kulliyyah of Economics and Management Sciences (KENMS, Jalan Gombak. 53100

53100 Kuala Lumpur, Malaysia

Tel: 00603--61964680

Emails : mba@iiu.edu.my

http://managementcentre.com.my/page.php?33

SEG International Bhd

10th Floor, Menara Summit, Persiaran Kewajipan USJ 1, 47600 UEP Subang Jaya

Selangor D.E.Malaysia

Tel: 603 8026 5888

http://www.segi.edu.my/programs/prog.htm

UCSI University Malaysia

Kuala Lumpur Campus, No. 1, Jalan Menara Gading,, UCSI Heights, Cheras

56000, Kuala Lumpur, Malaysia

http://www.ucsi.edu.my/programmes/mba.asp

Universiti Tenaga Nasional (UNITEN)

Km 7, Jalan Kajang-Puchong, Selangor, 43009 Kajang, Malaysia

UNITEN Sultan Haji Ahmad Shah Campus: 26700 Bandar Muadzam Shah, Pahang.

Tel: 609-455 2020

UNITEN Putrajaya Campus: Km 7, Jalan Kajang-Puchong, 43009 Kajang, Selangor.

Tel: 603-8921 2020

http://www.uniten.edu.my/newhome/content_list.asp?c...

European University Malaysia

Limkokwing University College of Creative Technology

Inovasi 1-1, Jalan Teknokrat 1/1

63000 Cyberjaya, Selangor Darul Ehsan, Malaysia

APPENDIX 3: List of National Business School of China

The Principal Period (1991-1996), 26 top Business Schools are approved to operate MBA program from National Educational Department.

The first class 9 Business Schools in 1991:

Renmin University Of China,

Tsinghua University,

Fudan University,

Shanghai University Of Finance and Economics,

Nankai University,

University Of Tianjin,

Xiamen University,

Herbin Institute of Technology,

Xian Jiaotong University,

The second 17 Business Schools in 1993: Beijing University, Beijing Institutes Of Technology, University Of International Business and Economics, Nanjing University; Institute Of Technology Of Dalian; Dongbei University of Finance and Economics, Tongji University, Shanghai Jiao Tong University, Zhejiang University, Wuhan University, Central China University Science and Technology, Huazhong University of Science and Technology, Zhongnan University of Economics and Law, Hunan University, Jinan University, South China University of Technology, Southwestern University of Finance and Economics.

The Empirical Period (1997-2000), begin the National Examination for MBA, more and more candidates pursuing the MBA degree, new 26 Business Schools can operate MBA program, such as Beihang University, University of Science and Technology Beijing, Dongbei University, Jilin University and so on

The Developing Deriod (2001 till now), after the evaluation for the 52 Business Schools, the National Education Department approved 8 Business Schools in 2000, 2 Business Schools in 2001, 27 Business Schools in 2003, 9 Business Schools in 2004 to operate MBA project to meet the rising demands quickly for MBA. And, approved 7 Business Schools in 2005, 31 Business Schools in 2008, 55 Business Schools in 2009 as MBA institutes. Till now, there are 182 Business Schools can present satisfied MBA project for potential businessmen candidates.

Table: Huge market between MBA "Candidates" and "Matriculates" in China (1991-2009)
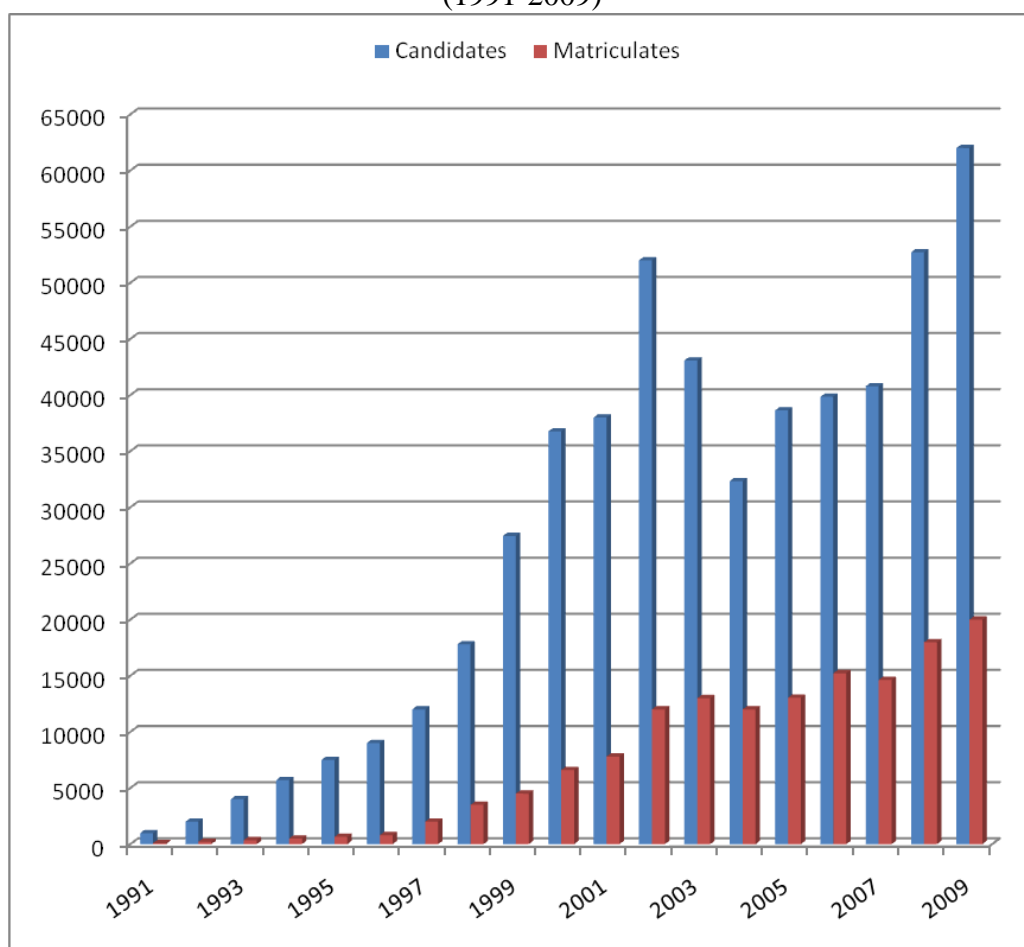
APPENDIX 4: The KDS Items and References

Interconnection of Org- network: (Ritter, Thomas, 1999)

1. I have built/ maintained a desirable relationship with many talents and experts within and out of the organization. Most of the case, it is I who contact them to solve difficult problems.

2. I often pay great attention to all kinds of activities relevant to the organization/department (such as academic conference, training etc) to find potential valuable cooperating partners.

3. I'm sensitive to potential conflict with others. When a conflict takes place, I can deal with it at the other's angle to bring forward a constructive solving method.

Transfer Advantages for Org-memory: (Leana, 1999)

4. I often attend or take charge of some conferences of the organization/ department with important problems; if I'm absent, others usually can't carry out the work according to plan.

5. The knowledge, experience and effective working methods which I told others are often innovated and carried forward by others.

Trustiness: (Mayer, Davis, 1995;   Ritter, Thomas, 1999)

6. Once I have made my decision on how to deal with a problem at work, I won't be influenced by others; and I hope there are some better methods to supervise other members to finish a job effectively.

7. The leaders of the organization/department, other members and my partners often endow me with complete/ most responsibility and rights to get some work done.

8. Even if I couldn't supervise them, I'm happy to let or encourage other members of the department finish a key task alone.

Team Affinity: (Hayes, 1998)

9. I prefer to join a team of more characters, and make common decisions on important issues and cooperative relations.

10. My speciality is highly independent, thus there is no need to cooperate with others.

Influence of associate performance: (Dess, 2001)

11. More than 50% of my work needs to be reflected by the work of my colleagues or cooperating partners.

12. My personal salary (including premium) is seldom influenced by the work performance of others.

Ir-replaceability: (Dess, 2001)

13. If I want to leave my current organization, the leaving procedures will take a lot of my time/energy because an ideal successor can't be found in a short period of time.

14. Most colleagues are good at solving problems difficult to me.

Innovation: (Ritter, Thomas, 1999)

15. I make and implement working plan based on past experience mostly.

16. I'm accustomed to discussing opposite viewpoints with my leaders, colleagues, partners even opponents, although it makes me feel embarrassed sometimes.

17. I'm willing to spend more time and energy to gain more organizational support for something new.

APPENDIX 5: Estimated Standard Media-route Coefficients of Model Fitness

	Variables	KDS	On-job Coupling	Off-job Coupling	Job-Satisfaction	Org-Commitment	Apperceive Mobility	Withdraw Tendency
DV	**Withdraw Tendency**							
	local withdraw							0.68**
	Non-local withdraw							0.71**
IV	**Key Degree**		0.32*	0.28*	0.07	0.04	0.41*	
	Interconnection	0.72**						
	Transfer Advantages	0.64**						
	Trustiness	0.62**						
	Team Affinity	0.57**						
	Irreplaceability	0.79**						
	Innovation	0.65**						
	Influence of associate performance	0.68**						
Med-V	**Job-Satisfaction**							-0.33*
	Org-Commitment							-0.29*

affective-commitment				0.73**		
normative-commitment				0.61**		
On-job Coupling			0.57**	0.45**		-0.30*
Org- fitness	0.68**					
Org- sacrifice	0.74**					
Org- linkage	0.43**					
Off-job Coupling						-0.31**
Com- fitness		0.72**				
Com- sacrifice		0.73**				
Com- linkage		0.46**				
Apperceive Mobility						0.72**
local mobility					0.64**	
Non-local mobility					0.69**	

Note: significance as T test, "**" means p< 0.01; "*" means p< 0.05; double tail test.