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## An Empirical Study on Turnover Intention of Non Regular Employees: HCCP Panel Data

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### **Abstract:**

*This study analyzed the impact of individual characteristics and organizational characteristics on turnover intention of non regular employees using 2016 HCCP (Human Capital Corporate Panel) data and based on this, aimed to seek a solution at the individual and organizational levels to reduce the negative impact of turnover of no regular employees.*

*The major findings from this study are as follows. First, in personal factors of no regular workers, the longer the length of service is, the more they feel that top talents are respected, and the higher the satisfaction with interpersonal relationship, the lower the turnover intention, and the more active the communication is, the higher the turnover intention is. Second, in obligations of education and training, among corporate factors of nonregular employees, their turnover intention got lower in companies with a horizontal corporate culture, whereas it got higher in companies with an individual performance-related pay.*

*In regular permanent position, the lower the satisfaction with wage, the higher the turnover intention, but nonregular employee's wage did not have an impact on turnover intention at all. This suggests that wage had no impact on worker's turnover intention if there weren't any stable jobs. The fact that the turnover intention got lower if top talents were respected or they were satisfied with their interpersonal relationships at work suggests that they need to concentrate on nonregular employees' psychological capital to develop human capital efficiently and achieve performance. The fact that the turnover intention of nonregular employees was lower at the companies that provided mandatory education and training than those that didn't so suggests that nonregular employees were positive about education and training provided by companies and wanted to stay longer at the companies that provided.*

**Keywords:** *Non regular employees, turnover intention, psychological capital, preferential treatment for top talents, corporate culture*

## 1. Introduction

### 1.1. Necessity

We are anticipating that jobs will be created as businesses grow. In fact, however, the trend that employment is increasing is insignificant. Businesses consider reducing workforce preferentially if they face difficulties in management, for cost reduction purposes. They try to increase the employment of nonregular employees to reduce labor cost in the name of employment flexibility and through this, aim to create revenue maximization. However, the fact that nonregular worker's low pay reduces corporate labor costs, finally resulting in expansion of corporate profits is premised on that nonregular employees' productivity is constant. If their productivity is negatively affected, it can't be guaranteed that corporate profits are increased, and in such case, companies' effort to maintain nonregular workers is unreasonable (Choi Chang-Gon, 2015).

Schlesinger & Heskett (1991) stated that increased turnover rate reduces manager's investment cost into human resources, lowers the quality of service of internal staff and negatively affects corporate performance. Accordingly, this study aims to look specifically at which variables among personal and corporate factors have an impact to reduce the turnover intention of nonregular workers and through this, seek a solution at the personal and organizational levels to reduce the negative impact of turnover of nonregular workers. It further aims to suggest a plan to give better treatment for nonregular workers and improve corporate performance.

In this study, we aim to conduct empirical testing of personal and corporate characteristics of nonregular employees and examine the relationship between variables influential to turnover intention as outcome variable. Through this, we aim to

seek a solution for reducing the negative impact of the turnover of nonregular employees at the personal and organizational levels. Subsequently, our specific purposes are as follows.

- First, we identify the impact of nonregular employee's personal characteristics on their turnover intention.
- Second, we identify the impact of the characteristics of the company that nonregular employees belong to on their turnover intention.
- Third, we identify if there is a difference in turnover intention depending on demographic variables of the subjects for this study.

## 2. Theoretical Background

### 2.1. Turnover and Turnover Intention

#### 2.1.1. Turnover

The definition on turnover has been studied in various ways by every researcher. When we say turnover, it means that a worker will leave the organization that he belongs to and will not receive benefits that he had enjoyed at the organization any longer and feel a sense of belonging and perform any role. Bluebone (1978) divided the concept of turnover in broader and narrower senses. In a broader sense, turnover means that a worker moves between regions, industries, and types of occupation in terms of labor, and in a narrower sense, it means that he does not maintain his position as a worker who wins a monetary reward and leaves the organization (Mobley, 1982).

Turnover can be divided into voluntary turnover and involuntary turnover depending on who will make a decision. Voluntary turnover means that the employee himself decides to resign from the company for learning, marriage, childbirth, and family reasons. Involuntary turnover indicates that turnover is determined by external factors, which include dismissal, forced retirement, disease, and death (Seong Gi-Hyup, Lee Jong-Ho, 2010).

#### 2.1.2 Turnover Intention

In many researches, turnover intention has been defined in various ways. Tett and Meyer (1993) told that turnover intention is an internalized state that one decides to leave the organization consciously and intentionally. Mobley (1982) saw turnover intention as an individual's terminating his qualification that he can receive a reward from the organization as a member. Blueborn (1982) defined turnover intention as worker's giving up his position as an organizational member by himself and trying to leave the organization that he belongs to. Taken such concepts together, turnover intention is the state that one has a thought or emotion as a person who makes up his mind to change jobs before executing his turnover behavior.

In general, even though he has a turnover intention, he does not execute turnover immediately, but it is obvious that turnover intention is still a very strong signal for predicting the behavior of turnover (Park Hee-Seo, 2004, Steel & Ovalle, 1984, Brown SP & Peterson RA, 1993).

In the organization, predicting turnover intention is very important. If turnover takes place when the organization cannot catch the worker's turnover intention, this may cause the result that the job that the worker undertook has to be suspended and this makes it difficult to achieve organizational goals. In other words, turnover reduces organization's work efficiency, affects organizational culture and teamwork, and further incurs costs and expenses for employing new employees and providing education and training for them, which may have a negative impact on both individuals and organization (Schlesinger & Heskett, 1991). Therefore, businesses need to concentrate on turnover intention, one of the most important factors in predicting turnover behaviour.

### 2.2. Determinants of Turnover Intention

The determinants of turnover intention are proposed in various ways according to researcher's intention and purpose. In this study, we classified the causative factors of turnover intention into job related factor, individual characteristic factor, and external environment factor, which all might have an impact on determining the turnover behaviors provided by Cotton & Tuttle (1986).

Job related factors of turnover intention include wage, job performance, job satisfaction, job clarity, job repeatability, satisfaction with boss, satisfaction with colleagues, and satisfaction with advancement opportunity. Individual characteristic factors include age, length of service, gender, education level, marital status, support index, aptitude and ability, intelligence, and expectation fulfillment, and external environment factors include unemployment rate, employment rate, and presence/absence of labor union. Further details on each factor can be summarized as follows.

#### 2.2.1. Job Related Factors

Job related factor is a variable that can be controlled at the organizational level, can be classified into organization-wide factor, work environment factor, and job content factor, and the details specifically are as follows.

First, organization-wide factor is an influence factor that wage, advancement opportunity and policy, and organization size, determined by work groups and related people may have an impact on individual worker (Porter & Steer, 1973). In other words, workers inevitably determine to change jobs because their expectation is inconsistent with reality like when their wage

is not fair. Second, work environment factor is a factor that has an impact on employee's turnover behavior and includes supervisor's style, conflict with colleagues, and job satisfaction. For example, if the supervisor with whom the employee worked together is too different in personality from what he had expected, it may cause endless conflicts and he inevitably changes his job in the end. Third, job content factor suggests that in performing a task that the employee undertakes, the role and activity are important factors in determining whether he will remain in the organization or not. Therefore, when job satisfaction is inconsistent with his expectation or desire, it causes internal conflicts and thus serves as a factor that determines turnover (Porter & Steer, 1982).

Cotton & Tuttle describes that many variables under job related factor are highly correlated with turnover intention. Wage has a high, consistent significance and high, negative correlation. Overall, job satisfaction, wage satisfaction, supervisor satisfaction, and employee loyalty have a consistent significance and high, negative (-) correlation. Coworker satisfaction, clarity of job role, and satisfaction with advancement opportunity also have a relatively negative correlation with turnover intention. On the other hand, job repeatability has a positive correlation with turnover intention.

### 2.2.2 Individual Characteristic Factors

In individual characteristic factor, age, length of service, gender, education level, marital status, number of family dependent, aptitude and ability, intelligence, expectation fulfillment, and employee loyalty have been reported to be highly correlated with turnover intention. Age has a high negative correlation with turnover intention, and length of service also shows the same result (Price & Mueller, 1981). This is interpreted that the higher the age, he forms his thinking from the stabilization of living and long-term perspective. But men show conflicting results from women. It is reported that men are likely to remain in the organization because of obligations of support for his family if he has a larger family, whereas women are more likely to change their jobs than men for doing household chores (Muchinsky & Tuttle, 1972). The higher the education level is, one is more likely to change jobs overall (Martin, 1979; Cotton & Tuttle, 1982). But it was investigated that the higher the number of family dependent and the larger the size of family, one is less likely to change jobs and this result is more highly correlated with men who are responsible for supporting their family (Mobley, 1982).

### 2.2.3. External Environment Factors

Generally, external environment factor comes from outside the company rather than inside the company largely. Cotton and Tuttle (1986) reported that external environment factor includes perception of employment, unemployment rate, new employment rate, presence/absence of labor union, and alternative job opportunity. Alternative job opportunity indicates that if the employees are less exposed to alternative job opportunity or slower in information search in the corporate external environment, they are less likely to harbor turnover intention or change jobs. In addition, if flexible employment policies such as education and training, advancement, and rotation system are offered at the company level, employees' job satisfaction and loyalty get higher and their expectation of external opportunity becomes lower, which can lead to lower turnover rate (Griffeth, 2000)

### 2.2.4. Interpersonal Relationship Factors

Human beings relate to others socially and live in balance and secure their place in the society. Especially within an organization, they provide and receive help between colleagues as members in one community and aim at attaining corporate development. This is why the interpersonal relationship with others at workplace has a big impact on the quality of work life. Within the organization, amicable human relation motivates individuals and this improves productivity and brings about other benefits. On the other hand, workers who are in an undesirable interpersonal relationship are more easily stressed and this disrupts job performance. If conflicts occur due to such undesirable interpersonal relationship, it may disrupt smooth job performance and as they have more complaints about their work life, they get to think about changing their jobs, more easily.

Researchers have defined interpersonal relationship in various ways. Boykin (1983) saw interpersonal relationship as an aspect of individual in the study on learning attitude of American black children. In other words, interpersonal relationship indicates that goals, ideals, and values acknowledged in a democratic society are shared by human beings within a given framework. Interpersonal relationship, as an economic term was introduced first by Mayo, Harvard University psychologist and others from 1920s to 1930s in a study on the relationship between working condition and productivity at a Hawthorne factory. Interpersonal relationship, as mentioned by Mayo is a personal and emotional relationship among two and more individuals. In addition, it was obtained from a Hawthorne experiment that if employees are encouraged to confess their complaints or we take more interests in them, they are motivated, which results in better outcomes.

As a result, desirable interpersonal relationship is helpful for employees' organizational commitment, whereas undesirable interpersonal relationship makes them have turnover intention, i.e. thinking that they leave the organization.

## *2.3. Turnover Intention of Non regular Employees*

Non regular employees are more unstable in job instability, lower in pay and welfare benefits, and lower in social presence than regular ones. This is why they feel that they are not respected or under more job stress than regular employees. Since the financial crisis triggered in 1997, companies have been desperate for cost reduction for their survival and this caused employment of more non regular workers. Since then, such problems as different work condition and job stability between

non regular and regular employees began to be structured. Gang Eun-Na et al. (2010) demonstrated in a study on influential factors to turnover intention in non regular workers that the higher the wage and job autonomy and the lower the job instability, the lower the turnover intention, in nonregular employees.

#### 2.3.1. Lack of Job Stability

One of the important characteristics of nonregular employees is job instability. Temporary position has various types of employment, but includes dispatch, fixed term work, and part-time work, which all belong to the labor relation that is made temporarily between user and worker. This is why nonregular employees lose their jobs if the period of contract ends or if companies do not demand nonregular employees any more. Subsequently they have anxiety about losing their job or get stressed about having to seek another new job. This job seeking stress is the reason for turnover that nonregular employees face. As revealed by Shin Seung-Hoon (2012) in a study on nonregular employees including Barista and staff at more than 30 coffee shops, the higher the job instability, the lower the job satisfaction and organizational commitment in nonregular employees and job satisfaction and organizational commitment have a negative impact on turnover intention. In other words, job instability causes turnover intention in nonregular employees in the end.

#### 2.3.2. Low Pay

The reasons why companies hired nonregular workers are cost reduction and employment flexibility. In addition, companies wanted to reduce public welfare expenditure, layoff cost at the time of retirement, and increased pay by salary schedule that were paid to nonregular employees. For this reason, nonregular employee's pay was lower than regular employee's, and the treatment toward nonregular employees was difficult to be improved. Like this, nonregular employees easily have a negative job attitude and passive behavior due to low salary and welfare level and few advancement opportunity (Park Bong-Gyu & Kwon Hyuk-Gi, 2004).

#### 2.3.3. Work Environment

There are largely two reasons why nonregular employees change their jobs due to work environment. One is dissatisfaction by themselves and another is other external environment factors including company.

If one's turnover intention is formed due to dissatisfaction with the current work environment and one changes jobs, this scope belongs to this study. The industry that usually employs more nonregular workers is labor-intensive industry, for example manufacturing, construction, and restaurant industries. In such industries, the work environment is not good because they work long hours and shiftwork is usually activated. Therefore, they cannot remain in one place as long as possible. They move to a better work environment.

Particular industries demand nonregular employees according to the company's plan. But if the project in progress ends, the contract concluded with the nonregular employees also terminates. In this case, nonregular employees do not change their jobs voluntarily. So this case belongs to the latter. In other words, this case is not included in this study, as turnover does not take place because of turnover intention that was formed.

#### 2.3.4. Personal Respect

As mentioned earlier, the reasons why nonregular employees changed their jobs include employment instability, low pay, and work environment. In addition to such factors, another factor that requires attention is personal respect. Like regular employees, nonregular ones also want to be respected personally or acknowledged from companies and colleagues as the same human being. Therefore, psychological encouragement after they perform a task or accomplish it helps to increase nonregular employees' organizational commitment. Conversely, as noted in Maslow's Hierarchy of Needs, nonregular employees become dissatisfied with their companies and colleagues if they are not respected personally in a proper way since joining the company and strongly hope to transfer to another job to satisfy themselves better. Human beings always try to win respect or acknowledgement from others by using a certain method, for example, making a nice appearance (Park Eun-Hee, 2014) or doing consumption behavior that represent their economic power (Kim Yun-Woo, 2015).

### **3. Result**

#### *3.1. Basic Statistics*

This study was conducted in 10,069 individuals including staffs in charge by field, team leaders by team unit, and team members who responded to 2016 HCCP from 467 workplaces. They were surveyed by classifying them into a total of three industrial groups, and the industry that responded the most was manufacturing, which occupied 74.7% of the entire companies.

The average number of workers in 467 companies in total who responded to the survey as of 2014 was 812, and the average of nonregular employees was 96 or so. This suggested that about 11.8% of total workers worked as nonregular. More specifically, the field that made use of nonregular personnel the most was profession: about 18 workers on average were working as nonregular.

In a total of 10,069 workers who responded to the survey, in age, the group of 31-40 years occupied the most at 39.6%, but in academic ability, 4-year college graduate occupied the most at 44.0%. In terms of gender, man's percentage was

79.1%, the highest percentage. Among which, married person occupied 66.8%, the highest point. When they were asked to answer this question, "Are you a union member?", 20.9% responded that they were. It appeared that entire companies set 40-hour work per week, and respondents worked overtime by 8.12 hours on average per week. The annual average labor income was 43,080,000 won, as of 2014.

### 3.2. Factors Influencing Turnover Intention

The results from our analysis on the factors influential to turnover intention in 227 respondents who replied that they were nonregular employees among total 10,069 respondents are as follows.

#### 3.2.1. Personal Factor

To identify the personal factors influential to the turnover intention, we conducted regression analysis, and the variables that have a significant impact on turnover intention include length of service, preferential treatment for top talents, communication, and satisfaction with interpersonal relationship.

| Name of variable   | B      | t         | S.E.   |
|--|--------|-----------|--------|
| (constant)   | 4.574  | 1.491     |        |
| Age  | -0.007 | -1.628    | -0.423 |
| Length of service  | -0.048 | -4.709*** | -0.053 |
| Gender   | -0.119 | -0.680    | -0.043 |
| Marital status   | -0.096 | -0.564    | 0.091  |
| Academic background-<br>two-year college<br>graduation         | 0.266  | 1.244     | 0.034  |
| Academic background-<br>four-year college<br>graduation        | 0.077  | 0.387     | 0.023  |
| Academic background-<br>master's and doctor's<br>degree        | 0.141  | 0.321     | -0.103 |
| Average working hour<br>per week                               | -0.002 | -0.196    | -0.014 |
| log average monthly<br>wage                                    | 0.060  | 0.303     | 0.028  |
| Job related certificate of<br>qualification                    | -0.256 | -1.442    | -0.103 |
| Union member   | 0.235  | 0.819     | 0.055  |
| Employee loyalty   | 0.185  | 1.367     | 0.115  |
| Job stress   | 0.006  | 0.062     | 0.004  |
| Reliability  | -0.212 | -1.137    | -0.159 |
| Satisfaction with<br>preferential treatment<br>for top talents | -0.341 | -2.674*** | -0.254 |
| Satisfaction with<br>communication                             | 0.376  | 2.122**   | 0.284  |
| Satisfaction with job  | 0.041  | 0.310     | 0.029  |
| Satisfaction with wage   | -0.067 | -0.746    | -0.058 |
| Satisfaction with<br>human relation                            | -0.419 | -3.712*** | -0.293 |
| =0.368, F=6.373,<br>Durbin-Watson=2.072,<br>N=176              |        |           |        |

Table 1  
 $p < 0.01$ \*\*\*,  $p < 0.05$ \*\* ,  $p < 0.1$ \*

#### 3.2.2. Corporate Factor

To identify the corporate factors influential to turnover intention, regression analysis was conducted, and the variables that have a significant impact on turnover intention are obligations of education and training, individual performance, and horizontal corporate culture in order.

| Name of Variable   | B      | T        | S.E.   |
|--|--------|----------|--------|
| (constant)   | 4.318  | 5.371*** |        |
| Industrial dummy-<br>Manufacturing<br>business0, Other1              | -0.335 | -1.021   | -0.150 |
| Corporate age  | -0.006 | -0.588   | -0.078 |
| Form of business<br>organization-parent<br>and subsidiary<br>company | 0.161  | 0.478    | 0.066  |
| Form of business<br>organization-subsiary<br>company                 | -0.351 | -1.226   | -0.141 |
| Form of business<br>organization-<br>independent company             | 0.321  | 0.785    | 0.105  |
| Presence of foreign<br>share   | -0.002 | -0.006   | -0.001 |
| Presence of HR<br>organization                                       | -0.304 | -0.847   | -0.093 |
| Salary of nonregular<br>employees against<br>regular employees       | 0.028  | 0.348    | 0.043  |
| Obligations of<br>education and training                             | -0.589 | -2.111** | -0.265 |
| Feedback for evaluation  | -0.023 | -0.071   | -0.007 |
| Individual performance   | 0.610  | 2.184**  | 0.244  |
| Team performance   | -0.323 | -0.992   | -0.141 |
| Operation division's<br>performance                                  | -0.135 | -0.483   | -0.051 |
| Entire company's<br>performance                                      | 0.063  | 0.227    | 0.026  |
| Profit sharing plan  | -0.009 | -0.026   | -0.004 |
| Profit sharing plan  | 0.097  | -0.211   | -0.022 |
| Corporate culture-<br>horizontal                                     | -0.386 | -2.584** | -0.268 |
| Corporate culture-<br>vertical                                       | 0.314  | 2.105    | 0.216  |
| Corporate culture-<br>creative                                       | -0.163 | -1.021   | -0.110 |
| Corporate culture-<br>performance-centered                           | -0.103 | -0.570   | -0.068 |
| =0.403, F=3.738,<br>Durbin-Watson=2.156,<br>N=159                    |        |          |        |

Table 2  
 $p < 0.01$ \*\*\*,  $p < 0.05$ \*\* ,  $p < 0.1$ \*

#### 4. Conclusions and Implications

This study aimed to analyze the influential factors to the turnover intention in nonregular employees, and divided into personal factor and corporate factor for analysis. As a result of empirical testing in this study, personal factor variable that has an impact on turnover intention includes length of service, preferential treatment for top talents, communication, and satisfaction with interpersonal relationship, and corporate factor variable includes obligations of education and training, individual performance, and horizontal corporate culture.

More specifically, in personal factor, the longer the length of service, the more they feel that top talents are respected, and the higher the satisfaction with interpersonal relationship, the lower the turnover intention becomes, and the more active the communication is, the higher the turnover intention becomes. In corporate factor, when the education and training were

mandatory and when the company had a horizontal corporate culture, the turnover intention got lower, and when the company had an individual performance-based pay system, the turnover intention got higher.

What needs to be investigated carefully is first, wage. In the analysis on regular employees only, the lower the wage and the lower the satisfaction with such wage, the higher the turnover intention was, whereas the income of nonregular employees had no impact on turnover intention. This suggested that when there weren't stable jobs, wage had no impact on the turnover intention among workers. But, it should be noted that every occupational group may have a different result as this study integrated all occupational groups for analysis.

Second, the higher they feel that top talents are respected and the higher the satisfaction with interpersonal relationship, the lower the turnover intention becomes. Barney (1991) stated that human capital is important for the organization that aims to create continuous competitive advantage from the resource-based perspective. Luthans (2002) reported that employees who have a higher level of hope, optimism, self-efficacy, and resilience are able to solve the problems that the organization faces more effectively than those who don't. This is called as psychological capital. If the company manages psychological capital effectively through intervention into short-term training, it can motivate employees, which ultimately results in higher employee loyalty and contribution to performance result (Luthans, Avey, Avolio, & Peterson, 2010). There is a need to concentrate on employees' psychological capital by developing human capital and achieving results efficiently, and this is supported by our analysis findings.

Finally, nonregular employee's turnover intention is lower at the company that provides education and training mandatorily than the company that doesn't. This is interpreted that as mentioned in many researches, education and training play a positive role in organizational commitment, which reduces turnover intention. Kim Ji-Ha et al (2009) suggested that investment into education and training at the company level reduces worker's turnover intention directly or through organizational commitment indirectly. In addition, given that education and training for nonregular employees have an influence on improved working condition like wage (Gang Sun-Hee et al., 2013), it is suggested that nonregular employees accept the education and training provided by the companies positively and want to stay longer at the companies that provide such.

As noted by Cotten & Tuttle (1986), in the empirical testing of entire workers in this study, most variables have an influence on turnover intention. On the other hand, in the analysis of nonregular employees only, a few variables have an influence. This suggests that there is a need to take a different approach to nonregular employee's turnover intention from regular employee's.

In the empirical testing of this study, there is no big difference in job satisfaction between regular and nonregular employees. The important difference in the precedent studies on the job satisfaction of nonregular employees is that nonregular employee's job satisfaction is significantly lower than regular employee's. Such a difference in job satisfaction leads to turnover intention, and nonregular employee's turnover intention appears higher than regular employee's. For this reason, nonregular employees may cause such problems as dereliction of duties. However, the data from this study are differentiated from the precedent studies in that there is no significant difference in job satisfaction between regular and nonregular employees as mentioned earlier.

Furthermore, this study is significant in that it made an average analysis of a variety of industries, although the existing studies analyzed one type of business only. Still, this study has limitations in that it could not control the industry-specific distinct characteristics properly.

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