A Study on Leaving of Tibetan Cadres Under the Perspective of Psychological Contracts-Take Teachers and Civil Servants as an Example

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Abstract. The high turnover rate of Tibetan cadres has seriously affected the development of Tibet. Existing studies have mainly explored the turnover of rural teachers, and primary and secondary school teachers, and have paid less attention to the extra-occupational factors. In this paper, we take teachers and civil servants working on the Tibetan Plateau as examples to explore the turnover problems, and analyze their mediating and moderating mechanisms. The study finds that psychological contract breakdown significantly and positively affects the turnover intention of Tibetan cadres, while job satisfaction, job embeddedness, and perceived opportunities play a mediating role, and kinship responsibility moderates the relationship between job satisfaction, job embeddedness, and turnover intention. The results of this study expand the antecedents of job embeddedness theory and turnover modeling studies, enrich the mediation and boundary mechanisms of turnover research, explain the reason and internal mechanism of Tibetan cadres leaving and retention, and provide ideas for Tibetan cadres' retention.

Keywords. psychological contract, turnover intention, job embeddedness, job satisfaction, perceived opportunity, kinship responsibility

1. Introduction

Talent is the source of the organization's continuous development and progress, with the increasing importance of human capital, the research heat about the employee leaving continues to climb and has become one of the focuses of attention in the management and psychology circles. Frequent employee job-hopping will inevitably bring explicit and implicit losses to the organization, such as the loss of human capital investment, and resources reconfiguration costs, then, affecting the psychology and behavior of retained employees, and undermining the cohesion of the organization. For organizations, analyzing the reasons for employees to leave, understanding the behavior of employees to leave, and targeted retention is the key to grasping the first opportunity in the fierce talent war.

After combing the relevant literature at home and abroad, It can be found that the exit research model is broadly divided into two categories, one is the traditional model,

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which mainly uses job satisfaction or organizational commitment as the mediating variables to analyze "why employees leave". The other is the diversified, multi-path model [1], which analyzes "what motivates employees to stay " from the perspective of job embeddedness.

At present, there is still a controversy about which of the two theories is better or worse, although some scholars have shown that job satisfaction can better explain employee' leaving behavior relative to job embeddedness [2], Griffeth & Hom (2000) pointed out that the traditional model is not strong enough to explain the leaving behavior, and that the strength of satisfaction in explaining the actual leaving behavior is only 3.6% [3]. Wang and Deng (2017) found that the effects of traditional variables such as job satisfaction, organizational commitment, and job opportunities cannot be ignored when analyzing leaving, and they should be considered in an integrated manner to make the understanding of the leaving problem more comprehensive and closer to reality [4].

Based on this, this paper intends to construct a conceptual model including the above two modeling ideas to explore the reasons for employee retention and leaving. At the same time, to make up for the lack of research on job-embedded antecedent variables and specific groups in the Chinese context, this paper takes Tibetan cadres as an example to explore the impact of psychological contract breakdown on the turnover intention of teachers and civil servants, and the specific conceptual model is as follows:
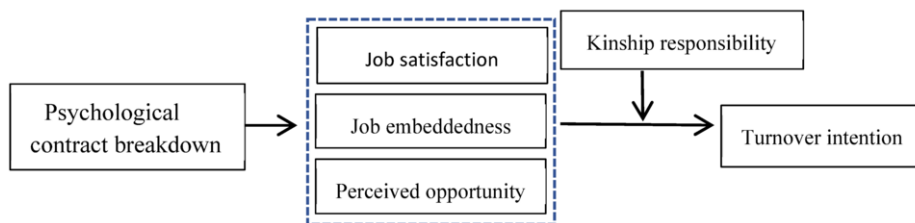

Figure 1. Conceptual model

2. Theoretical Foundations and Research Hypotheses

2.1. Psychological Contract Breakdown and Turnover Intention

A psychological contract is an implicit, informal, and unstated mutual expectation that exists between an organization and an employee [5]. As a foundational indication in the study of the employment relationship, the psychological contract plays an increasingly important role in defining and explaining the characteristics of contemporary employment relationships [6]. Psychological contract breakdown affects employees' work attitudes and behaviors, such as job satisfaction [7], organizational citizenship intentions [8], organizational citizenship behaviors [9], and retention intentions [6], etc. Reviewing the literature, it can be found that the current conclusions about the relationship between psychological contract breakdown and turnover are more consistent, and scholars generally agree that there is a positive relationship between psychological contract breakdown and employee turnover, thus proposing that Hypothesis 1:

H1: There is a positive relationship between psychological contract breakdown and turnover.

2.2. The Mediating Effect of the Psychological Contract Breakdown and Turnover Intention

The establishment, breakdown, and violation of the psychological contract are jointly influenced by individual, organizational, and environmental factors. Not all employees take specific actions after the psychological contract breakdown, it is only a necessary but not sufficient condition for the turnover intention, and there are also a large number of moderating and mediating variables between the psychological contract breakdown and employees attitudes and behaviors [10].

- The mediating effect of job satisfaction

Job satisfaction is an employee's subjective feeling about the work itself and its related environment [11], in traditional leaving research, scholars have studied the relationship between job-related variables and leaving, and take "job satisfaction" as a mediator variable to explain the reasons why employees leaving. The study found that job satisfaction is a prerequisite for employee turnover, and there is a significant negative correlation between job satisfaction and employee turnover [12], and the higher the employee's job satisfaction, the lower the tendency to leave.

Psychological contract fit can increase employees' satisfaction, which in turn reduces their willingness to leave. Although few scholars have studied the mediating mechanism of job satisfaction between psychological contract breakdown and leaving, some useful explorations have been conducted by scholars, Gu et al., (2014) confirmed that job satisfaction plays a mediating role between psychological contract fit and employee leaving behavior and job performance [13]. Based on this, this paper proposes the following hypotheses:

H2a: Psychological contract breakdown is negatively related to job satisfaction

H2b: Job satisfaction mediates the relationship between psychological contract breakdown and turnover intention

- The mediating effect of job embeddedness

Job embeddedness represents the degree of association between employees and non-work factors. Mitchell & Holtom (2001) divided job embeddedness into three dimensions: job connection, job matching, and job sacrifice, and pointed out that with the deepening of employees' connection to their jobs, the match between the employees and the organization and environment improves, and the material and spiritual costs of leaving the job continue to increase [1]. A large number of empirical studies have also shown that there is indeed a negative correlation between job embeddedness and turnover intention [14].

Existing studies have explored the effects of demographic variables, organizational performance, organizational ethical climate, error aversion culture, and organizational justice on job embeddedness, but have not analyzed the effects of psychological contract breakdown on job embeddedness. Based on the social exchange theory, it can be found that after the psychological contract breakdown, employees will consciously reduce their positive work attitudes and behaviors to achieve the rebalancing of the exchange relationship, so there may be a negative correlation between psychological contract breakdown and job embeddedness. Ballou's (2013) study also proved that psychological contract fit is positively correlated with job embeddedness and negatively correlated with turnover intention [15]. Based on this, the following hypotheses is proposed:

H3a: Psychological contract breakdown is negatively related to job embeddedness

H3b: Job embeddedness mediates the relationship between psychological contract

breakdown and turnover intention.

- The mediating effect of perceived opportunity

Employees' reasons for leaving can be categorized into two aspects: job attitude and ease of leaving, considering that the pull effect of job attitude has already been discussed, this section focuses on the push effect of ease of leaving. Ease of leaving refers to the perceived opportunities and the actual unemployment ratio [2], Lambent (2001) argued that optional job opportunities can significantly predict employees' willingness to leave [14], and Griffeth et al.'s (2000) study also showed that there is a correlation between job opportunities and employees' leaving behavior [3].

Some scholars have found that the material incentives, environmental support, and development opportunities in the psychological contract are positively correlated with job satisfaction and negatively correlated with turnover intention [16]. After the psychological contract breakdown, employees' organizational identity declines, organizational commitment decreases, and they are very likely to tend to leave their jobs once a new job opportunity arises or they perceive the ease of job mobility, based on which, the following hypotheses is proposed:

H4a: Psychological contract breakdown is positively related to perceived opportunity.

H4b: Perceived opportunity plays a mediating role between psychological contract breakdown and turnover intention.

2.3. The Moderating Effect of Kinship Responsibilities

Work and life are two inseparable components of human beings in the real world [3], with the continuous development of flexible employment, the boundaries between work and family are blurring, and people begin to switch roles arbitrarily in two distinct areas, and the influence of family on work has been magnified. Lee et al. (1999) argued that individuals in the Chinese context pay more attention to family life, and family factors such as spouses and children are more predictive of turnover behavior than organizational commitment [2]. Yang (2019) also pointed out that various factors such as geographic, social, and family factors affect employees' occupational embeddedness, which in turn affects the choice of job [17].

Based on the limiting effect of kinship responsibility on employee mobility, some scholars have begun to analyze the moderating effect of kinship responsibility. Van & Kirk (2003) also conducted a related study but found that the moderating relationship did not exist [18]. This study concluded that kinship responsibilities moderated the relationship between job satisfaction (H5a), job embeddedness (H5b), perceived opportunity (H5c), and turnover intention.

3. Methods

3.1. Subjects

Tibetan cadres refer to national or local civil servants and institution workers who have been working in Tibet for a long time. This paper takes the Tibetan cadres as a research object mainly based on the following considerations: (1) the Tibetan cadres are crucial to the regional stability and the national border construction, and the study of their

leaving has certain practical meaning. (2) Previous research mostly focused on enterprise employees or teachers but did not analyze the leaving problems of several groups at the same time. (3) Due to the influence of the plateau climate, Tibetan cadres may face more serious problems of kinship responsibilities (such as long-distance marriages, left-behind children, etc.), which can be used as a good example to analyze the border effect of family responsibilities.

3.2. Samples

This research distributed 450 questionnaires, and recovered 421, after removing 130 invalid or non-Tibetan cadres questionnaires, finally got 291 valid questionnaires, with a validity rate of 69.12%, and the specific statistical information can be seen in Table 1.

Table 1. Demographic information

Item		Proportions	Item	Proportions
Genders	male	52.92%	high school and below	0.34%
	female	47.08%	polytechnic	3.34%
Marital status	unmarried	28.18%	Education	undergraduate	44.33%
	married	71.82%	master's degree or above	51.89%
Age	under 30	32.65%	under 5	30.24%
	30-35	32.65%	5-10	33.33%
	35-40	15.81%	Seniority	10-15	14.78%
	40-45	9.97%	15-20	8.93%
	above 45	8.93%	above 20	12.71%

3.3. Measurement

Well-established domestic and international scales were selected for conceptualization measurement. All scales were scored using the Likert-7 except for the control variables, where 1 indicates complete disagreement and 7 indicates complete agreement.

Psychological contract breakdown was measured using the scale developed by Morrison (2000) [19], with 7 items, an example of which is "So far, none of the promises made by the organization at the time of recruitment have been fulfilled". Job satisfaction was adopted from the scale developed by Johlke & Duhan (2000) [20], with 5 items, and the sample item was "I feel that my job is satisfactory". Job embeddedness was adopted from Wen et al. (2018) developed in the Chinese context [21], with a total of 10 items, and the sample question was "I adapt to the unit's cultural atmosphere". The scale developed by Zhao et al. (2018) was used for the perceived opportunity and kinship responsibility [22], in which perceived opportunity contains 3 items, with an example "I feel that I can find a better job than the current one in other companies more easily", and kinship responsibility contains 4 items, with an example "My income is the main source of my family". The scale developed by Lee et al. (2017) was used for the turnover intention [23], with a total of 4 items, and the sample question was "I have always wanted to quit my current job".

Gender, age, seniority, marital status, and education were selected as control

variables, while all control variables were transformed into dummy variables for statistical convenience.

4. Statistics and Results

4.1. Common Method Bias Test

In this study, Harman's one-way test was used to check the common method bias, and the results of the principal component analysis showed that the unrotated first factor explained 31.682% of the original variance, which is smaller than the discriminant criterion proposed by Podsakoff et al., (2003) [24], therefore, this research's common method bias is not a significant problem.

4.2. Reliability Measures

The consistency test was first performed by calculating Cronbach's alpha coefficient, considering that some of the constructs had too many items, the constructs with more than 3 items were packed, and the final composition of the constructs and Cronbach's alpha coefficient can be seen in Table 2.

Table 2. Cronbach's alpha coefficient of constructs

Variables	Code	Number of items	Cronbach's alpha
Psychological Contract Breakdown	PCB	3	0.887
Job Embeddedness	JE	3	0.907
Job Satisfaction	JS	3	0.703
Perceived Opportunity	PO	3	0.671
Kinship Responsibility	KR	4	0.691
Turnover Intention	TI	4	0.875

Observing the Cronbach's alpha coefficient of the constructs, it was found that the coefficients were located between 0.671-0.907, where Cronbach's alpha coefficient of PO and KR were close to the judgmental criterion of 0.7, and therefore could be considered to pass the reliability measures.

4.3. Validity Measures

- Convergent validity

Confirmatory Factor Analysis was conducted by AMOS and found that the factor loadings were located between 0.709-0.918, greater than the discriminant criterion of 0.7; the AVE values were located between 0.5236-0.8446, greater than the discriminant criterion of 0.5, and the CR values were located between 0.8145-0.9422, greater than the discriminant criterion of 0.8, which shows that the questionnaire has high convergent validity.

- Discriminant validity

Comparing $\sqrt{AVE}$ and correlation coefficient of variables, the results showed that the minimum value of $\sqrt{AVE}$ is 0.7805, which is greater than the maximum correlation coefficient(0.7805>0.682, see Table 3 for details), indicating that the questionnaire has good discriminant validity.

- Discriminant validity

To test the overall model fitness, AMOS software was used to construct 6 models respectively. After comparing the model fitness indexes it can be found that the 6-factor model had the highest fitness (χ^2/df =2.558, CFI=0.938, NFI=0.903, GFI=0.906, TLI=0.926, IFI=0.939, RMSEA=0.063), and all of them met the model fit criteria (1< χ^2/df <3, CFI, NFI, GFI, TLI, IFI are all greater than 0.9, and RMSEA<0.08), which indicates that the 6-factor model has a good fit.

4.4. Correlation Analysis

Correlation analysis [25, 26] was conducted with the help of SPSS 25.0, and the results showed that psychological contract breakdown was positively correlated with turnover intention (r=0.420**) and perceived opportunity (r=0.373**), negatively correlated with job satisfaction (r=-0.260**), and job embeddedness (r=-0.473**), which preliminarily verified that H1, H2a, H3a, and H4a.

Table 3. Correlation analysis

Concepts	Mean	SD	PCB	JE	TI	JS	PO	KR
PCB	3.54	1.50	0.9027					
JE	4.05	1.18	-.473**	0.9190				
TI	3.68	1.46	.420**	-.521**	0.8531			
JS	4.36	1.32	-.260**	.682**	-.461**	0.8012		
PO	3.59	1.21	.373**	-.209**	.425**	-.093	0.7805	
KR	5.01	1.15	.061	.090	.038	.209**	.050	0.7326

Note：** indicates significant correlation at the 0.01 level (two-tailed).

4.5. Hypothesis Tests

- Direct effect test

In this study, AMOS software and SPSS software were used for hypothesis testing, after analyzed the path coefficients of SEM, it showed that PCB was significantly and positively related to TI (β=0.405, P<0.001), and PO (β=0.364, P<0.001), so H1, H4a were verified. Meanwhile, PCB was significantly negatively related to JS (β=-0.313, P<0.001) and JE (β=-0.239, P<0.001), thus H2a and H3a were tested.

- Mediation effect test

This study used the PROCESS program to test for mediation effects. The results showed that the mediating effect of JS between PCB and TI was 0.0833, with a 95% confidence

interval of [0.0346,0.1448], and the confidence interval did not contain 0, which indicated that the mediating effect of JS was established (H2b was proved). Besides, the mediating effect of JE was 0.1724 with a 95% confidence interval of [0.1082,0.2455], indicating that the mediating effect of JE was established (H3b was proved). In the meantime, the mediating effect of PO to be 0.1149, with a 95% confidence interval of [0.0645,0.1760], indicating that the mediating effect of PO holds (H4b was proved).

To further test the mediation effect and verify the moderation effect at the same time, multilevel regression analysis was conducted, firstly, the control variables were included in the model to generate M_1, and then the control variables were included in the model together with the independent variables to generate M_2, immediately after that, the control variables, independent variables, and mediation variables were included in M_3, and finally, the control variables, independent variables, mediation variables, moderation variable, and interaction terms were included to generate M_4. It is worth noting that to reduce the multicollinearity problem in the multilevel regression process, the interaction variables was centred in advance, and the specific analysis results can be seen in Table 4.

Table 4. Results of multilevel regression analysis

Variables		M_1	M_2	M_3	M_4
	Gender	0.149***	0.108*	0.111*	0.087*
	Age	-0.058	-0.085	-0.096	-0.111
Control variables	Marital status	0.06	0.019	-0.018	-0.027
	Education	0.043	0	-0.002	-0.008
	Seniority	-0.027	-0.075	-0.078	-0.097
Independent variables	PCB		0.404***	0.138**	0.124*
	JS			-0.192**	-0.18**
Mediation variables	JE			-0.246***	-0.278***
	PO			0.291***	0.297***
Moderation variable	KR				0.122**
	KR*JS				-0.155*
Interaction terms	KR*JE				0.16*
	KR*OP				0.008
R^2		0.136	0.297	0.498	0.519
$\triangle R^2$		0.111	0.272	0.474	0.489
F		5.526***	11.843***	21.123***	17.343***

Observing M_3 in Table 4, it can be found that, consistent with the results of the PROCESS program analysis, JS, JE, and PO all play mediation roles between PCB and TI. Since the main effect of PCB on TI remains significant after the introduction of the mediating variables, it can be determined that JS, JE, and PO are all partial mediators. Further comparing the effect values, the result showed that PO had the largest mediating

effect, JE was the second largest, and JS was the lowest.

- Moderation effect test

The results of M_4 showed that KR*JS was significantly negatively related to TI (β=-0.155, P<0.05), indicating that KR exacerbated the negative relationship between JS and TI (i.e., the greater the KR, the greater the negative impact of JS on TI), thus H5a was verified. KR*JE was significantly positively related to TI (β=0.16, p<0.05), indicating that KR weakens the negative relationship between JE and TI (i.e., the greater the KR, the lower the negative effect of JE on TI, and H5b was tested. At the same time, there was no significant correlation between KR*PO and TI, H5c was not tested.

5. Discussion

5.1. Conclusions and Implications

This study analyzed the leaving problem from the psychological contract perspective, verified the mediation role of job satisfaction (JS), job embeddedness (JE), and perceived opportunity (PO) between psychological contract breakdown (PCB) and turnover intention (TI), as well as the moderating role of kinship responsibility (KR), and provided new ideas for further understanding and explaining employees' retention and leaving behaviors. The study found that, firstly, the PCB of Tibetan cadres is significantly and positively related to TI. Second, PCB of Tibetan cadres was significantly negatively correlated with JS and JE and significantly positively correlated with PO. Third, JS, JE, and PO played a mediating role between PCB and TI, with PO playing the largest mediating role, JE the next largest, and JS the lowest. Fourth, KR moderated the relationship between JS, JE, and TI.

The theoretical significance of this study is mainly manifested in four aspects. First, this study expands the antecedent studies of job satisfaction and job embeddedness and provides empirical support for enriching job embeddedness theory and turnover modeling studies. Second, this study validates the multi-path turnover model and enriches the mediation and boundary mechanisms of turnover research. Third, this study considered the mediating variables of both the traditional turnover model and the new turnover model, compared the magnitude of the mediating effect, and practiced the research outlook proposed by Wang and Deng (2017) [4]. Fourth, this study takes Tibetan cadres as an example and also considers multiple samples such as teachers and civil servants, expanding the sample study in the Chinese context.

Meanwhile, this study also has certain practical meaning. First, this study focuses on the plateau workers and analyzes the problem of leaving, which can draw the attention of society to the Tibetan cadres. Second, this study explored the effects of psychological contract breakdown on turnover intention and analyzed the mediating effects of job satisfaction, job embeddedness, and kinship responsibility, which can help us better understand the causes of talent loss in the plateau. Again, the establishment of the moderating effect of kinship responsibility can provide ideas for solving the problem of leaving, such as paying more attention to the life of the workers, and solving the problems of long-distance marriages and left-behind children.

5.2. Shortcomings and Prospects

All data in this study were obtained through a one-time questionnaire, and although we controlled the common methodological bias by anonymously filling, balancing the order of the questions, and adjusting the prompt presentation, it was still unable to derive the causal relationship between the variables. Future research can try the multi-temporal data collection method to explore the intrinsic factors affecting employees' leaving behavior through regular follow-up surveys. In addition, due to the sample size limitation, this paper did not compare the differences between different groups, and future research can further analyze the turnover behavior of the same region and different types of employees while expanding the sample size.

Acknowledgment

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