



Effect of Job Characteristic Factors on Turnover Intention of Skilled Labourers in CS2 Category Construction Companies in Sri Lanka: Mediating Role of Organizational commitment**Manjula C¹, Galhena B.L.², Mudalige D.M.^{3*}**¹University of Moratuwa²University of Ruhuna³University of Moratuwa*Corresponding Author: darshanadm@uom.lk

ABSTRACT

At present, construction industry is one of the most important industries in Sri Lankan economy that is expected to develop further in the future as well. However, in recent years, employee turnover in the construction industry has become a major concern in Sri Lanka and this rate has continued to increase. High employee turnover can have a substantial effect on construction companies given their nature of work which require skills, experience, and knowledge base more than other industries. The purpose of this study was to investigate the factors influencing employee turnover intention. The main objective of the present study was to study the effect of job characteristic factors on organizational commitment and turnover intention of employees in construction sector employees in Sri Lanka. It also aimed to study whether organization commitment mediates the relationship between job characteristic factors and turnover intention. This study considered skill variety, task identity, task significance, job autonomy and job feedback as job characteristic factors. The quantitative research methods were used, and data were collected by using a questionnaire. The survey used a sample of 265 employees from 13 companies in Colombo district (CS-2 category). The sample was selected by using simple random sampling technique. Structured Equation Modelling method was used to analyze data. Results revealed that skill variety, task significance and job feedback were significantly related with turnover intention. Moreover, organizational commitment partially mediated the effect of these variables on turnover intention. However, task identity and job autonomy did not significantly relate with turnover intention. Therefore, managers should pay more attention on employee's organizational commitment to reduce employee turnover intention. Skill variety, task significance and job feedback should be given priority in Sri Lankan context when considering job characteristic factors.

Keywords: Employee Turnover Intention, Job Characteristic Factors, Organizational Commitment.

INTRODUCTION

In order to meet the development requirements, many infrastructure and construction projects have been undertaken in Sri Lanka. The construction industry in Sri

Lanka faces many challenges. High rate of employee turnover is one of the critical issues faced by the construction industry all over the world (Ayodele, Chang-Richards & Gonzalez, 2020). Past scholars have repeatedly shown that many of these challenges arise due to lack of a competitive

workforce (Silva, Warnakulasuriya & Arachchige, 2018). Sri Lankan Construction Industry is experiencing a lack of skilled labour as well as high labour turnover (Halwatura, 2015).

The cost of employee turnover to the organization is high (Lazear & McCue, 2018). Past literature indicated that the intensive nature of the construction industry and its relatively high labor costs in total costs and lack of skilled employees are important issues for the construction sector. In fact, loss of turnover is an intellectual capital adds to this cost. The reason for that is not only organizations are unable to utilize the human capital and relational capital of the employees who have left, but also opponents are receiving these valuable assets.

Turnover expenses mainly include exit expenses (e.g. managerial time and remuneration for regular attendance without taking leave), temporary substitute expenditures (e.g. assistance costs and preparation), enrollment and choice expenditures (e.g. promotion expenses assistance costs and misplaced stage). Moreover, reduced optimism and output amongst reserved labors, cost of imminent important ability (i.e., knowledgeable resources containing understanding, abilities and capability), sharing of administrative practices, expertise, and affiliations can be stated as typical turnover costs (Adam & Roodt, 2008). Gawali (2009) has documented that high employee turnover typically causes lack of motivation and low morale.

Employee turnover should be managed properly. If not, it would affect the organization adversely in terms of personnel costs. In addition, in the long run it would affect the firm's liquidity (Almamlook, Bzizi, Al-Kbisbeh, Ali, & Almajiri, 2020). Skilled employees are serving as knowledge employees. They play a critical role indirectly quality as well as safety. Engineering companies in general invest heavily to improve construction related skills of employees seeking to maximize the

quality of the delivery. The turnover of construction skills employees is significant due to high work stress and an unsteady working environment, from a practical point of view (Gunawardene, 2017).

Past literature recorded that about seven percent of the workforce in the construction industry is above its retirement age (Wijewickreme, 2016). Moreover, failure of the construction industry to retain its experienced and talented workforce is one of the main barriers of effective technology transfer (Perera, Mudalige & Liyanage, 2011; Weerasinghe & Ekanayake, 2011). Hence, the human resource management practices to make employees more productive and retain them have become important.

In contrast to negative aspect, some past scholars stressed that employee turnover sometime create positive consequences. Research indicates that turnover is normal and fundamental to the growth of any organization to some extent (Jeon, Padhye, Bhattacharyya, Cai, & Hastak, 2022). Turnover in a few cases may be positive under some circumstances, but not in all situations. For instance, if a non-productive employee leaves, the impact will be positive (Lin & Ping, 2016). Moreover, opportunities for other workers could come up from the change, plus the opening up a position for an existing employee, hiring an employee with an advanced skill level and enhancing diversity reformation (Lin & Ping, 2016). The COVID-19 pandemic has brought unprecedented impacts (e.g., labor shortage, suspension and cancellation of projects, and disrupted supply and logistics) on the SL construction industry.

The Job Characteristic Model is a valuable model that enables professionals to consider how best to design jobs. Although there are certain flaws in the JCM, most of the elements within the framework are supported through empirical evidence. Job Characteristics Model provides recommendations on how to best enrich jobs in organizations and was designed by Hackman and Oldham in 1976.

This research aimed to answer the following research questions.

- What is the impact of job characteristic factors on organizational commitment of skilled labour of CS2 category in construction industry in Sri Lanka?
- What is the impact of job characteristic factors on turnover intention of skilled labour of CS2 category in construction industry in Sri Lanka?
- What is the impact of organizational commitment on employee turnover intention of skilled labour of CS2 category in construction industry in Sri Lanka?
- Does organization commitment mediate the relationship between job characteristic factors and turnover intention of skilled labour of CS2 category in construction industry in Sri Lanka?

The research objectives of the research are given below.

- To assess the impact of job characteristic factors on organizational commitment of skilled labour of CS2 category in construction industry in Sri Lanka.
- To assess the impact of job characteristic factors on turnover intention of skilled labour of CS2 category in construction industry in Sri Lanka.
- To assess the impact of organizational commitment on employee turnover intention of skilled labour of CS2 category in construction industry in Sri Lanka.
- To assess whether organization commitment mediates the relationship between job characteristic factors and turnover intention of skilled labour of CS2 category in construction industry in Sri Lanka.

LITERATURE REVIEW

Past literature argued that employee productivity is an important factor influenced by skilled employee turnover (Ghodrati, Yiu, & Wilkinson, 2018). Moreover, past literature showed that huge economic losses can be seen for the relevant organization due to turnover, thereby, it remarkably reduces the job efficiency. Past research has proved that there is a direct relationship between job characteristics and turnover intention. (McKnight, Phillips & Hardgrave, 2009). Substantial research has been done on effect of job characteristics on job satisfaction and turnover intention but few address the mediation effect of commitment of the employee (Zhang & Zhao2021).

There are main causes of turnover. These are job associated elements namely job characteristic and employment communal provision; organization specific aspects such as means of administrative philosophy; environment related elements such as enhancement of knowledge and job alternativeness; psychosomatic aspects such as employment happiness and organizational commitment (Wright & Bonett, 2007).

Research findings show that if the organization meets the reciprocal expectations, psychological contract is in a good state, which in turn leads to job satisfaction, higher levels of commitment and particularly higher retention of personnel (Van, 2006). There is an emotional attachment between the employee and the organization, which creates the loyalty towards the organization (Wu, 2012). Past literature showed that organizational commitment is an asset to the organization (Lambert et al., 2020).

Past literature clearly showed out absence of contentment enhances the turnover intention (Labrague et al., 2020;Wright & Bonet, 2007). According to past scholars this shapes the attitudes and the actual turnover (Price, 1997). It has been repeatedly demonstrated the positive association is sandwiched

between organizational commitment and job characteristic. Moreover, turnover intention leads to actual turnover (Lee & Mowday, 1987). Firth (2003) argued that managers can reduce turnover by reducing the factors that affect turnover intention.

Hackman and Oldham (1976) suggested that a job characteristic, such as skill variety, task identity, autonomy and feedback, brings motivation in employees about their job performance. There are five highly cited job characteristics. Those are Skill variety, Task identity, Task Significance, Job Autonomy and Job Feedback (Othman, & Nasurdin, 2019).

Skill variety can be defined as the degree to which a job requires a variety of different activities in carrying out the work, which consist of the use of a number of different skills and talents of the employee (Krieger, Stuetzer, Obschonka, & Salmela-Aro, 2022). Past literature defines that the variable, skill variety is the number of endowments and abilities needed to engage in a job (Tsaur, Yen & Yang, 2011). Skill variety influences organizational commitment and loyalty (Al-Jabari, & Ghazzawi, 2019).

H1: Skill variety has an effect on Organization Commitment.

Task identity is the “degree to which the job requires completion of a whole, identifiable piece of work; doing a job from beginning to end with visible outcome” (Jiang, Di Milia, Jiang, & Jiang, 2020). This involves being able to work on an entire work process. Employees find more sense in their jobs when they can recognize a complete and visible outcome of the work or of a work cycle. Gomes and Neves (2011) pointed out that task identify helps to receive high performance with high commitment and productivity. Therefore, study can postulates that:

H2: Task identity has an effect on Organization Commitment.

Task significance is the “degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at

large” (Fernández-Mesa, Llopi, García-Granero, & Olmos-Peñuela, 2020). The task is significant if it can influence lives of people. It shows the importance of a particular task. It stimulus one’s psychological adjustments up to some degree. It judges the task level (Chen & Chiu, 2009). On the other hand, task significance and job satisfaction are positively correlated with organizational commitment (Shawntaand & Farnest, 2003).

H3: Task Significance has an effect on Organization Commitment.

Job Autonomy is the independence and the free and easy going of employee’s job and the way of it takes. Employee occupations tend to become more meaningful to the ones performing them because they feel greater personal responsibility for their own actions on the job. It is not limited to employees in the managerial positions. Even labors have a strong sense of individual responsibility if they are left to perform their responsibilities using their own efforts and initiatives, and they are allowed to make the decisions. Huang (2011) defined autonomy as the degree that job provides to work freely and impartiality. This creates a better link with the employee and the organization. This leads to enhanced thinking and commitment. Therefore, the current research hypothesizes that

H4: Job Autonomy has an effect on Organization Commitment.

Finally, workers would like to get feedback on their performance of the occupation as much as possible. It will keep them informed of their progress as employees. It is also one way to increase their self-esteem. When supervisors or managers are expressing that they are doing a satisfactory job, they are likely to be motivated. On the other hand, if they are communicated that they are not doing as expected, they will react accordingly and improve their performance. Job Feedback is “The extend of receiving information on employee’s performance” (Wong & Wee, 2019). Job feedback is directly related to job commitment (Chen & Kaaa, 2011). Piccolo and Colquitt (2006)

documented that if worker identifies the responsibility and its result, he can perceive it effectively that accelerates internal motivation. Therefore, it will result in high satisfaction and motivation. Hence, the present study hypothesized that

H5: Job Feedback has an effect on Organization Commitment.

It is proven that turnover intention is an important consequence of organizational commitment (OC). Studies on the relationships between OC and the employees' intention to consent the organization and actual turnover reported consistent negative correlations (Guzeller, & Celiker, 2019). Ekhsan (2019) stated that Organizational commitment negatively affects turnover intention in a study of Indonesian electronics industry. This research investigates the relationship between OC and employee intention to leave the organization.

H6: Organizational commitment influences Turnover Intention.

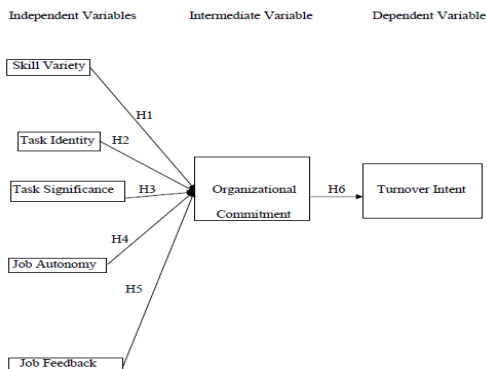


Figure 01: Conceptual Framework of the Study

METHODOLOGY

Quantitative approach was used as the methodology of this study. The method applied by the researcher to collect the necessary data was a non-interactive and self-administered survey. The phenomenon of interest of the present study is the turnover intention of skilled employees. The

respondents to the survey research were employees of construction companies in Sri Lanka. Thus, the unit of analysis for the present study is the “individual employee”.

Skilled employees were defined as those who have reached NVQ (National Vocational Qualification) Level 7 or those who have achieved the NTT (National Trade Testing) Grade I, Grade II and Grade III qualifications relevant to construction industry (NAITA, 2020). Similar definitions were used in previous recent studies such as Silva, Warnakulasuriya and Arachchige (2018). It was noted that large majority of the skilled employees (more than 90% as per CIDA guidelines) are employed in the category CS2. Therefore, the researcher was under the impression that CS2 segment of skilled employees would be most relevant and viable when it comes to measuring turnover intention. So, the research scope was limited to skilled category employees of CS2 companies.

The population of the study is all the skilled employees (defined as those who have achieved NVQ levels 1 to 7 or NTT Grade I to III) in the CS2 category. The number of employees in the population was about 12,000 as per NAITA records. Stratified sampling method was used to cover the whole scope of CS2 category. The register of skilled employees of each 13 companies was referred and 20 employees were randomly selected from each company by generating a random number. The five samples taken at the pilot study were also added making the sample 265 for analysis. Hence, this survey used a sample of 265, i.e., and 20 from each company and 5 from pilot surveying.

Survey questionnaires were administered. The first section of the questionnaire dealt with the demographic variables and general questions, section two comprised of all the questions associated with independent variables and finally the third section of the questionnaire included questions on the dependent variable. The questionnaire was originally in English and translated to Sinhala by a qualified translator. Respondents were asked the language they

prefer when giving the questionnaire. Data was collected during August 2018 to October 2018. The questionnaires were distributed as internet survey questionnaires while some of the questionnaires were physically distributed. 54 responses were received from the e-mail survey questionnaires and the rest of the 211 responses were obtained via the physically distributed questionnaires. According to Wijesinghe, Foreman and Ten (2011), usable response rate is less than 30% in research in South Asian context. The response rate is in line with this.

Questionnaire was based on already existing, empirically tested scales

The dependent variable for the present study is the employee turnover intention. Employee's turnover intention was measured by five item measure developed by Wu (2012) and Mobley, Horner and Hollingsworth (1978). Other variables were operationalized using the scale developed by Wu (2012).

Missing value analysis, outlier analysis and testing for assumptions of multivariate analysis were performed using SPSS 20. Descriptive data was analyzed using SPSS 20. Second, Structural Equation Modeling (SEM) was used to validate instruments using confirmatory factor analysis and testing hypothesis.

RESULTS AND DISCUSSION

Demographic Characteristics

There were 265 usable questionnaires from respondents for this study. The demographic characteristics were analyzed by descriptive statistics by computing the number of respondents and percentage of each group. From Table 4.1, there are five main variables, which are gender, age, education level, job categories and experience. Numbers of respondents in each category are shown in Table.

Table 4.1: Respondent Characteristics

Characteristics	Frequency	Percentage
Gender		
Male	179	67.55

	Female	86	32.45
Age	20 – 26 years	87	32.83
	27 – 32 years	126	47.55
	33 – 39 years	42	15.85
	40 years up	10	3.77
Education level	Vocation certificate	97	36.60
	Vocation diploma	115	43.40
	Bachelor degree	42	15.85
	Bachelor up	11	4.15
Job category	Engineer	104	39.25
	Technical officer	69	26.04
	Technician	3	1.13
	Others	89	33.58
Work years	Below 1 year	65	24.53
	1-3 years	91	34.34
	3-5 years	73	27.55
	More than 5 years	36	13.59

Shapiro–Wilk test was significant for all variables, indicating no normal distribution. As this study tested the hypotheses with PLS-SEM, which is robust for non-normal data distribution as it transforms no normal data in accordance with central limit theorem (Hair et al., 2014), this non normal distribution was not a serious concern. Table 4.2 indicates the main evaluation criteria used for the measurement model.

Table 4.2: Criteria for Evaluating the Measurement Model

Properties	Measure	Rule of Thumb
Internal consistency reliability (ICR)	Composite reliability (CR)	CR value should be greater than 0.6 Henseler (2009).
Indicator reliability	Loading	Indicator loading should be greater than 0.7 Hair

		(2011).
Convergent validity	Average variance extracted (AVE)	AVE values of each construct should be greater than 0.5 Henseler (2009).
Discriminant validity	Fornell–Larcker criterion	AVE of each latent variable should be higher than squared correlations with all other latent variables Henseler (2009).
	Cross-loadings	
	Heterotrait–monotrait (HTMT) ratio	An indicator's loadings should be higher than all of its cross-loadings Henseler (2009).
		HTMT values for the construct should be less than 0.85 Kline (2011) and HTMT ratio should be significantly different from 1 Henseler, Ringle and Sarstedt (2015).

Assessment of Reliability

Table 4.3 shows the AVE for the 7 latent constructs of this study. The AVE for the constructs ranges from 0.7 to 1. All AVE of the 7 latent variables is reasonably high, exceeding the minimum acceptable level of 0.5 suggested by (Henseler, Ringle, & Sinkovics, 2009).

Table 4.3: Correlations and AVEs

Variables	1	2	3	4	5	6	7
Job Autonomy	0.77						
Job Feedback	0.232	0.765					
Organizational Commitment	0.169	0.465	0.797				

Skill Variety	0.208	0.402	0.438	0.842			
Task Identity	0.243	0.396	0.304	0.319	0.841		
Task significance	0.157	0.327	0.312	0.268	0.257	0.842	
Turnover intention	-0.107	-0.226	-0.565	-0.327	-0.072	-0.198	0.8

Assessment of Validity

Both the Fornell–Larcker criterion and the cross-loadings are sensitive to discriminant validity problems (Henseler, 2015). Thus, this study used Heterotrait-monotrait ratio (HTMT) in addition to traditional methods. HTMT is the average of the heterotrait-hetero method correlations (i.e., the correlations of indicators across constructs measuring different phenomena), relative to the average of the monotrait-hetero method correlations (i.e., the correlations of indicators within the same construct).

HTMT values close to 1 indicate a lack of discriminant validity. If HTMT values are less than 0.85, discriminant validity is established (Kline, 2011). Table 4.5 shows the HTMT values, and it is evidenced that all constructs report an HTMT value below the threshold value of 0.85.

Table 4.4: Indicator Reliability and Composite Reliability

Latent Construct	Indicators	Loadings
Job Autonomy (CR = .809)	JA1	.653
	JA2	.946
	JA3	.675
Job Feedback (CR = .807)	JF3	.827
	JF4	.827
	JF1	.676
Organizational Commitment (Cr = 0.839)	OC1	.848
	OC2	.768
	OC9	.773
Skill Variety (CR = .828)	SV4	.756
	SV5	.920
Task Identity (CR = .828)	TI1	.903
	TI3	.773
Task Significance (CR = .830)	TS1	.833
	TS2	.851
Turnover Intention (CR = .899)	TI1	.777
	TI2	.842
	TI3	.831
	TI4	.825
	TI5	.772

Table 4.5: Indicator Heterotrait Monotrait (HTMT) Ratio

	JA	JF	OC	SK	TI	TS
Job Autonomy						
Job Feed Back	0.33					
Organizational Commitme	0.193	0.669				

nt

Skill Variety	0.329	0.639	0.627			
Task Identity	0.378	0.601	0.448	0.559		
Task significance	0.218	0.503	0.486	0.443	0.422	
Turnover intention	0.158	0.308	0.707	0.425	0.149	0.272

In sum, discriminant validity for the latent constructs was established based on the Fornell–Larcker criterion and HTMT ratio.

Structural Model

The following traditional criteria were adopted to establish the structural model.

Table 4.6: Criteria for Evaluating the Structural Model

Measure	Criteria	Rule of Thumb
Models' predictive accuracy	Coefficient of determination (R^2)	$R^2=0.75$: Substantial accuracy $R^2=0.50$: Moderate accuracy $R^2=0.25$: Weak accuracy Hair (2011) and Henseler (2009)
Models' ability to predict	Predictive relevance (q^2)	q^2 value should be larger than zero Hair (2014)
Each effect in the path model	Effect size (f^2)	$0.02 \leq f^2 < 0.15$: weak effect $0.15 \leq f^2 < 0.35$: moderate effect $f^2 \geq 0.35$: strong effect Hair (2014) and Henseler (2009)
Estimate of individual path coefficients	Path coefficients Significance based on the t-value	$t=1.65$: Significant at 10% $t=1.96$: Significant at 5% $t=2.58$: Significance at 1% Hair (2011)
Goodness of fit of the model	Standardized root mean square residual (SRMR)	$SRMR \leq 0.14$ Henseler (2014)

The study measured the R^2 of the two endogenous latent variables (Organizational

Commitment and Turnover Intention). The percentage of explained variance(R^2) is 31.2% for organizational commitment, 31.3% for the Turnover Intention. Thus, Organizational commitment, and extent of Turnover Intention reported a moderate level of weak predictive accuracy.

Predictive relevance of the model was assessed using the Stone Geisser (Q^2) criterion (Geisser,1975). The Q^2 criterion suggests that the model must be able to provide a prediction of the endogenous latent variables' indicators. A Q^2 value larger than zero indicates that the exogenous constructs have predictive relevance for the endogenous constructs (Hair, Hult, Ringle & Sarstedt, 2021). The findings revealed that exogenous constructs of the present study report high predictive relevance of the organizational commitments and turnover intention.

Table 4.7: Predictive Relevance(Q^2)

Variables	Q^2
Organizational Commitment	0.163
Turnover Intention	0.183

The goodness-of-fit index was assessed using the Standardized root mean square residual (SRMR) criterion Hair, Hult, Ringle & Sarstedt (2021). SRMR refers to the root mean square discrepancy between the observed correlations and the model's implied correlations (Henseler, 2014). An SRMR value of less than 0.14 suggests a high model fit. The goodness-of-fit index of this research model is 0.085, which meets the threshold.

The present study used the effect size (f^2) to measure each effect in the path model. The f^2 represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs (Hair, Hult, Ringle & Sarstedt, 2021). The f^2 value ranges from 0 to 1, with higher values indicating higher levels of predictive accuracy. The study measured the f^2 of the six endogenous latent variables as shown in Table 4.8 and found a moderate level of weak predictive accuracy.

Table 4.8: Effect Size (f^2)

Variables	OC	TI
Job Autonomy	0.000	
Job Feed Back	0.086	
Organizational Commitment		0.468
Skill Variety	0.079	
Task Identity	0.006	
Task Significance	0.020	
Turnover Intention		

The hypotheses were tested using the significance of the individual path coefficients(beta). These measures were calculated by bootstrapping the PLS algorithm with 500 subsamples. Further, one tailed tests at a 0.05 significance level were deployed.

Table 4.9: Test of Hypotheses

	β	Se	SD	t	p
Job Autonomy -> Organizational Commitment	0.01	0.022	0.077	0.129	0.897
Job Feed Back -> Organizational Commitment	0.286	0.289	0.068	4.231	0.000
Organizational Commitment -> Turnover Intention	-0.565	-0.567	0.043	13.009	0.000
Skill Variety -> Organizational Commitment	0.263	0.258	0.067	3.942	0.000
Task Identity -> Organizational Commitment	0.071	0.073	0.056	1.281	0.201

Commitment					
Task Significance -> Organizational Commitment	0.128	0.129	0.055	2.337	0.020

As can be seen from Table 4.9, there is a significant positive relationship between skill variety, task significance and job feedback with organizational commitment. The organizational commitment has a significant negative relationship with Turnover intention.

The following procedure was used to evaluate the mediating effect. First, the significance of direct path was evaluated: A combined variable including skill variety, task significance and job feedback was tested with Turnover intention. Since the direct path was significant, the mediating variable was included, and the bootstrapping procedure was done again. The indirect path was still significant after second bootstrapping, indicating a significant mediation.

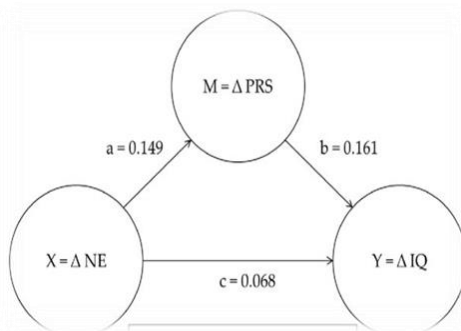


Figure 02: Output of Mediation Analysis (t values)

Although several studies have reported a highly significant relationship among different job characteristics and the organizational commitment still the effects of such relationship with outcomes such as

intent to leave is scarce (Ozturk, Hancer & Wang, 2014). It has been revealed that job characteristics have a positive relationship with organizational commitment. There is a positive relationship between job characteristics and job outcomes, such as job satisfaction and turnover intention (Huang, 2011). They analyzed the influence of job characteristics on the employee productivity, job motivation, satisfaction and commitment (Huang, 2011).

Some researchers indicate that job characteristics is not only influence the employees' feelings but also their behavioral outcomes (Chen & Chiu, 2011). Employees' cognition of job characteristics would affect their performance as well as inspire them (Morgeson and Humphrey, 2006). Similarly, many years later, some researchers prove that job characteristics dimensions lead to high levels of motivation, satisfaction and organizational commitment and performance, and lead to a low level of absenteeism, and turnover from employees (Hannif & Vo, 2011). The objective of job characteristic model is to determine employee working perception and reaction (Morgeson & Humphrey, 2006). The job design literature suggests that motivators (e.g. job challenge, autonomy, responsibility, and achievement) lead to satisfaction and commitment and eventually reduce employee's intention to leave the organization. This research findings are in line with such research.

Yet in a recent study by Ozturk, Hancer and Im (2014) revealed that only two factors, namely, autonomy and feedback have a significant effect on organizational commitment. Similarly, many other studies such as Bulan, Erickson and Wharton, (1997) and Colbert and Kwon (2000) also revealed a positive association with organizational commitment but not with all the factors of job characteristics. In this regard, two factors (skill variety and task significance) of job characteristics depicted a significant positive relationship with the organizational commitment (Naqvi, Ishtiaq, Kanwal & Ali, 2013).

In general, the more autonomy the employee has the lesser the employee would intend to leave the organization (Ali, 2011). Lee, Kim and Hwang (2008) asserted that in order to improve the quality of work-life and reduce the turnover intentions of employees there is a need to increase the autonomy which is necessary for industrial democracy. But in some contexts specially in cases of developing countries where pay is more significant and in lower level jobs where labourers have least concern above the outcome of the job, job autonomy has less influence on organizational commitment (Amran, Gazali, & Hashim, 2019).

A similar study was done by Naqvi (2013) in Pakistan. Naqvi (2013) also found that job autonomy does not affect organizational commitment and turnover intension. Pakistani society has the issue of facing bureaucratic structure in the organizations. That could be why employees on a job cannot be empowered and cannot deliver their ideas and opinions in front of management. Whenever they are not given the opportunity to deliver their creativity, they will leave the organization or even start searching new job where they find for opportunities (Naqvi, Ishtiaq, Kanwal & Ali, 2013).

CONCLUSION, LIMITATIONS AND FUTURE RESEARCH

The purpose of this study was to study the impact of job characteristics towards organizational commitment and turnover intention of employees in construction sector. Further, this study aimed at exploring mediation effect of organizational commitment between job characteristics and turnover intention. This study included five job characteristics factors as independent variables (skill variety, task identity, task significant, autonomy and job feedback), one mediating variable (organizational commitment), and dependent variable (turnover intention). The quantitative research methods were used, and data were collected by using a questionnaire. The survey used a sample of 265 employees from

13 companies in Colombo district (CS-2 category). The sample was selected by using simple random sampling technique. Structured Equation Modelling method was used to analyze data. Figure 4.1 provided a summary of conclusions drawn from the hypothesis testing. In addition to the main model. The model of employee turnover intention of construction industry in Sri Lanka is compiled and validated. The study concluded that the organizational commitment mediated the relationship between job characteristic factors and turnover intention.

The findings of this research show that job characteristic can have an impact on organizational commitment. Furthermore, organizational commitment is negatively related to employee turnover intention. Therefore, managers could reduce employee turnover intention from several aspects. Managers can set up good corporate image and instill to employee positive values about the organization which will improve their organizational commitment. Managers need to pay more attention to skill variety and task significance in designing construction sector jobs. They also need to have a proper performance evaluation system which stresses job feedback and appreciation than reprimanding. The role of performance appraisal should be supportive and corrective. Besides work, managers need to pay more attention to employee, and they feel cared, motivated, and not willing to leave. They believe that organization is the most suitable for them and give them a bright future.

Researchers and managers should pay more attention on the antecedent factors, such as job characteristic factor and organizational commitment when designing work to minimize absenteeism and turnover. It can be extended more dimensions of organizational commitment which could help other researchers understand employee turnover intention.

There were few key limitations in this research. The purpose of this study was to explore the impact of job characteristic

factors on organizational commitment and turnover intention of skilled labour of CS2 category only. Thus, the findings are mainly limited to skilled labour category. This study used a cross-sectional design, where data was collected at one point in time. As turnover intention and organizational commitment variables are viewed as psychologically related ones, longitudinal empirical studies are required to gain in-depth understanding of this phenomenon. Thus, longitudinal data is needed to explain underlying causes of organizational commitment and turnover intention. Future studies with a longitudinal research design would greatly contribute to the literature. Due to time constraints, the sample of the present study was limited to 265 respondents. A larger sample would increase the statistical power and offer strong findings (Hair, Hult, Ringle & Sarstedt, 2021). In addition, use of a larger sample size would enable more sophisticated statistical tools, such as CB-SEM. Also, this study used only five job characteristic factors that determine organizational commitment. Additional variables might have impact on organizational commitment and the model could be expanded. Thus, future research that include such additional drivers is encouraged.

REFERENCES

- Adam, M. & Roodt, G. (2008). Perceptions of Organizational Commitment, Job Satisfaction and Turnover Intentions in a Post-Merger South African Tertiary Institution, *SA Journal of Industrial Psychology*, 34(1).
- Al-Jabari, B., & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1).
- Almamlook, R., Bzizi, M., Al-Kbisbeh, M., Ali, T., & Almajiri, E. (2020). Factors Affecting Labor Productivity in the Construction Industry. *American Journal of Environmental Science and Engineering*, 4(2), 24-30.
- Amran, W. F., Gazali, H., & Hashim, S. (2019). Influence of working environment, workload and job autonomy towards job stress: A case of casual dining restaurant employees in Klang Valley, Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(5), 744-755.
- Ayodele, O. A., Chang-Richards, A., & Gonzalez, V. (2020). Factors affecting workforce turnover in the construction sector: A systematic review. *Journal of construction engineering and management*, 146(2), 03119010.
- Bulan, F., Erickson, R. J., & Wharton, A. S. (1997). Doing for others on the job: The affective requirements of service work, gender, and emotional well-being. *Social problems*, 44(2), 235-256.
- Colbert, A. E., & Kwon, I. W. G. (2000). Factors related to the organizational commitment of college and university auditors. *Journal of Managerial Issues*, 484-501.
- Ekhsan, M. (2019). The influence job satisfaction and organizational commitment on employee turnover intention. *Journal of Business, Management, & Accounting*, 1(1).
- Fernández-Mesa, A., Llopis, O., García-Granero, A., & Olmos-Peñuela, J. (2020). Enhancing organisational commitment through task significance: the moderating role of openness to experience. *European Management Journal*, 38(4), 602-612.
- Geisser, S. (1975). The predictive sample reuse method with applications. *Journal of the American statistical Association*, 70(350), 320-328.
- Ghodrati, N., Yiu, T. W., & Wilkinson, S. (2018). Unintended consequences of management strategies for improving labor productivity in construction industry. *Journal of safety research*, 67, 107-116.

- Gomes, D., & Neves, J. (2011). Organizational attractiveness and prospective applicants' intentions to apply. *Personnel Review*.
- Guzeller, C. O., & Celiker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*.
- Guzeller, C. O., & Celiker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.
- Halwatura, R. U. (2015). Critical factors which govern labour productivity in building construction industry in Sri Lanka. *PM World Journal*, 4(4), 1-13.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing*. Emerald Group Publishing Limited.
- Huang, T. P. (2011). Comparing motivating work characteristics, job satisfaction, and turnover intention of knowledge workers and blue-collar workers, and testing a structural model of the variables' relationships in China and Japan. *The International Journal of Human Resource Management*, 22(04), 924-944.
- Jeon, J., Padhye, S., Bhattacharyya, A., Cai, H., & Hastak, M. (2022). Impact of COVID-19 on the US Construction Industry as Revealed in the Purdue Index for Construction. *Journal of Management in Engineering*, 38(1), 04021082.
- Jiang, Z., Di Milia, L., Jiang, Y., & Jiang, X. (2020). Thriving at work: A mentoring-moderated process linking task identity and autonomy to job satisfaction. *Journal of Vocational Behavior*, 118, 103373.
- Kim, S. T., Lee, C. K., & Hwang, T. (2008). Investigating the influence of employee blogging on IT workers' organisational citizenship behaviour. *International journal of information technology and management*, 7(2), 178-189.
- Kline, R. B. (2011). Convergence of structural equation modeling and multilevel modeling.
- Krieger, A., Stuetzer, M., Obschonka, M., & Salmela-Aro, K. (2022). The growth of entrepreneurial human capital: Origins and development of skill variety. *Small Business Economics*, 59(2), 645-664.
- Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *The Social Science Journal*, 57(4), 405-416.
- Lazear, E. P., & McCue, K. (2018). What causes labor turnover to vary? (No. w24873). National Bureau of Economic Research.
- Lee, T. W., & Mowday, R. T. (1987). Voluntarily leaving an organization: An empirical investigation of Steers and

- Mowday's model of turnover. *Academy of Management journal*, 30(4), 721-743.
- Lin, P. T. & Ping, N. C. L. (2016). Perceived Job Autonomy and Employee Engagement as Predictors of Organizational Commitment, *Journal of Pshycology*, 29(1).
- McKnight, D. H., Phillips, B., & Hardgrave, B. C. (2009). Which reduces IT turnover intention the most: Workplace characteristics or job characteristics?. *Information & Management*, 46(3), 167-174.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied psychology*, 63(4), 408.
- Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of applied psychology*, 91(6), 1321.
- National Apprentice and Industrial Training Authority (2020), Retrieved from <http://www.naita.gov.lk/index.php/en/downloads/publications.html>
- Naqvi, S. R., Ishtiaq, M., Kanwal, N., & Ali, M. (2013). Impact of job autonomy on organizational commitment and job satisfaction: The moderating role of organizational culture in fast food sector of Pakistan. *International Journal of Business and Management*, 8(17), 92.
- Othman, N., & Nasuridin, A. M. (2019). Job characteristics and staying engaged in work of nurses: Empirical evidence from Malaysia. *International journal of nursing sciences*, 6(4), 432-438.
- Ozturk, A. B., Hancer, M., & Im, J. Y. (2014). Job characteristics, job satisfaction, and organizational commitment for hotel workers in Turkey. *Journal of Hospitality Marketing & Management*, 23(3), 294-313.
- Perera, H.S.C., Mudalige, D.M., & Liyanage, C. (2011). A Case Study of Technology Transfer Process in a Government Research Organization in Sri Lanka. *Wayamba Journal of Management*
- Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management journal*, 49(2), 327-340.
- Silva, G. A. S. K., Warnakulasuriya, B. N. F., & Arachchige, B. J. H. (2018). A review of the skill shortage challenge in construction industry in Sri Lanka. *Int J Econ Bus Manage Res*, 2(1), 75-89.
- Tsaur, S. H., Yen, C. H., & Yang, W. Y. (2011). Do job characteristics lead to employee creativity in travel agencies?. *International Journal of Tourism Research*, 13(2), 191-204.
- Wijewickreme, S. P. (2016). A framework for providing a lifelong social security system for the operational workforce in the construction industry in Sri Lanka. University of Salford (United Kingdom).
- Wong, S. C., & Wee, Y. G. (2019). Job Autonomy, Job Feedback And Protean Career Among Employees In Malaysian Electrical And Electronic Industry: The Mediating Roles Of Career Strategies. *International Journal of Business and Society*, 20(1), 311-328.
- Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of management*, 33(2), 141-160.
- Wu, X. (2012). Factors influencing employee turnover intention: The case of retail industry in Bangkok, Thailand (Doctoral dissertation, University of the Thai Chamber of Commerce).
- Zhang, M., & Zhao, Y. (2021). Job characteristics and millennial employees' creative performance: a dual-process model. *Chinese Management Studies*, 15(4), 876-900.