

## The Impact of Quality of Work Life and Organization Commitment on Turnover Intention: Empirical Evidence from Dunhuang Academy, China<sup>†</sup>

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### Abstract

This article investigates the relationship between the quality of work life, organizational commitment, and turnover intention of knowledge-based employees at the Dunhuang Academy in China. By reviewing and organizing relevant literature, referring to existing research results, and based on interviews and relevant theories, propose research models and hypotheses. The data used in this study was obtained through a questionnaire survey, and the corresponding analysis was conducted using the analysis tool SPSS. The results indicate that employees generally have a positive view of QWL. It also indicates that organizational commitment has a positive view of employees. In terms of continuous commitment, if employees experience difficulties in their work, the Academy will replace their positions instead of firing them. It further reveals that employees' do not take serious consideration on resign. In addition, family work interface, work pressure, emotional commitment, and normative commitment has negative impact on turnover intention. This research is only conducted among the staff of Dunhuang University in China. Therefore, the research results can only be analyzed within a limited scope of this surveys.

**Keywords:** Quality of work life, Organizational commitment, Resignation intention

### Introduction

With the advent of economic globalization and the era of knowledge economy, competition between enterprises has intensified, and knowledge workers have become the backbone of enterprise competition, with their status and role increasingly prominent. However, the issue of resignation of knowledge workers is becoming increasingly prominent, and in China, the resignation of knowledge workers will have a more direct impact on the development of the organization. The quality of work and life began in the UK in the 1960s, and research in this field began abroad, with research results widely applied to enterprise management practices. The research on the quality of work life by domestic scholars began in the late 1970s, and most of the research focuses on the connotation, structural dimensions, and the interrelationships with certain variables in specific environments. The quality of work life focuses on the subjective feelings of employees in terms of material and spiritual aspects. In the process of organizational human resource management, the quality of work life and organizational commitment are extremely important aspects. They directly affect employees' turnover intention through their work happiness, sense of belonging, emotional satisfaction, and other factors. In many organizational human resource management activities, the high-frequency turnover problem caused by knowledge workers due to low work life quality and organizational commitment factors has become an urgent issue to be solved in the management community.

By studying the content and theory of the work and life quality of knowledge workers in scientific research institutions, we can deeply understand the current situation of the work and life quality of knowledge workers in scientific research institutions, and put forward better suggestions and countermeasures on the management of knowledge workers in scientific research institutions, which is of practical pertinence and feasibility. Thus, improving the Quality of Work and Life in scientific research

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institutions is more likely to reduce the turnover rate of scientific research talents and improve the level of scientific research in scientific research institutions. On the awareness of the impact of work-life quality on turnover intention, this research rise a specific question as below: To what extent does quality of work-life and organizational commitment affect turnover intention at Dunhuang Academy, China? In terms of understanding the impact of work-life quality on turnover intention, this research rise a specific question as below;

- 1) To explore the quality of work-life, organization commitment, and turnover intention at Dunhuang Academy employees, China.
- 2) To examine the impact of work life quality, and organization commitment on turnover intention at Dunhuang Academy employees, China.

### **Dunhuang academy**

The Dunhuang academy was founded in 1984. The National Dunhuang Art Academy was initially established in 1944. Six years later, it was renamed as the Dunhuang Institute of Cultural Relics in 1950, and finally expanded to the Dunhuang Academy in 1984. In 2017, the Dunhuang Academy formed a management and operation pattern of “1 institute and 6 places”. The Dunhuang Academy has a Party Committee, an Academic Affairs Committee, a Discipline Inspection Committee, an Academic Committee and a Trade Union Committee. There are 4 major departments, namely, the Protection Research Department, the Humanities Research Department, the Art Research Department and the Culture Promotion Department, to coordinate and manage 14 business departments. There are 12 administrative service departments, 5 directly affiliated units and 6 cultural enterprises. It is also the key scientific research base for the protection of ancient murals of the National Cultural Heritage Administration, the supporting unit of the Engineering Technology Research Center for the Protection of Chinese Ancient Murals and Earth Sites, and the Dunhuang Cultural Relics Protection and Research Center of Gansu Province. As of June 2021, the total number of employees is 1507. (<http://www.dha.ac.cn/jggk/jgsz.htm>, 2023).

### **Quality of work life (QWL)**

The quality of work life refers to the degree of satisfaction and satisfaction in the process of work and life. It includes professional or life experience, financial income and happiness, social interaction, and physical health. Since the introduction of the QWL, scholars at home and abroad have studied the QWL for more than half a century, but the concept of quality of work and life still has different understanding in academic circles. The research on its concept is summarized as follows;

<b>Author</b>	<b>Year</b>	<b>Proposed concepts</b>
Alfred, Michie, Irene, Seth, Toon	2012	The quality of work and life includes the sense of work safety, the working environment, the feeling of work scope, the degree of personal needs, labor remuneration, organization and interpersonal relationship, and welfare benefits of each employee.
Hayter	2015	The quality of work and life is a subjective evaluation of the overall working environment of the enterprise and the feelings of employees in labor relations.
Kim, Jang	2018	The quality of work and life enables employees to enjoy self-control, have self-respect and take corresponding responsibilities, and represents the management form and organizational culture of the enterprise.
Lopes & Maia,	2023	Work and life quality refers to the living standard and satisfaction level in work and life, and whether the quality of life affected by work is improved.
Hauret, Martin, Omrani, Williams	2022	The working environment and working conditions to improve and support employee satisfaction can be achieved

Author	Year	Proposed concepts
		by providing opportunities for upward development, labor remuneration incentives, work safety and health, etc.
Linda, Adaora, Ogechi	2022	Enterprises can improve employees' work by giving them more sense of participation and higher satisfaction, so that all employees have the right to make their own decisions to their superiors through appropriate open communication channels.
Cai, Cai, Deng, Yu	2016	The overall feeling of employees formed by the interaction and impact of organizational environment and individual personality, psychology and physical experience. By giving employees more spiritual and material needs, enhance their sense of responsibility and sense of ownership, encourage employees to exert their imagination and creativity, and let employees obtain higher satisfaction. so as to achieve the efficient completion of organizational objectives.
Jang, Chen	2022	The degree to which employees meet their personal needs through their experience in the enterprise. For example, the adaptability of work characteristics, the satisfaction of work environment, the recognition of leadership ability and the smooth operation of management system. Therefore, whether employees can have a good quality of work and life and bring their personal needs into the organization depends on the satisfaction of their needs. The higher the degree of satisfaction of employees' needs, the higher the quality of work and life of employees.

In summary, QWL involves many measurement standards, mainly including the following (Srinivasaiah et al., 2023; Easton & Van Laar, 2018) indicates that the QWL initiative seeks to capture the essence of a person's employment in its broadest meaning. An individual's direct work experience and the direct and indirect elements that affect this have an impact on their quality of life.

X1: General Well-being that contribute to achieving high-quality work and life quality, enjoying work, generating a sense of ownership, and cohesion with the organization, which are important factors in measuring QWL.

X2: Home-work interface indicates whether employees are able to participate in decision-making within the organization, reflects issues through open channels and receives attention, and implements democratic management as important factors in measuring QWL.

X3: Job-career Satisfaction indicates the employee's feelings about the job itself, whether they are satisfied with their career development, whether they are satisfied with their labor remuneration, and whether they have safe and healthy working conditions are also important factors to measure QWL.

X4: Control at work that employees' ability to determine their work is an important factor in measuring QWL.

X5: Working conditions indicates whether employees are able to participate in decision-making within the organization, reflect issues through open channels and receive attention, and whether personal health and safety factors are guaranteed, which are also important factors in measuring QWL.

X6: Stress at work that employees are able to work effortlessly within the organization without much concern and is an important factor in measuring QWL.

### Organization commitment

Organizational commitment refers to the extent to which individuals in an enterprise or institution agree with the organization's participation and values. In the organizational commitment, the individual

determines the degree of trust with the organization, especially the unexpected behavior of the job function that cannot be reflected and specified in the contract. Because the definition of organizational commitment is relatively flexible, scholars have their own different standards for understanding organizational commitment. The research on its concept is summarized as follows;

Author	Year	Proposed concepts
Kanter	1968	The organizational commitment can be divided into; (1) Continuous commitment: Because individuals have invested and paid a lot in the organization before, the cost of leaving the current working organization is quite high, so they are willing to continue to make contributions to the organization; (2) Cohesion commitment: The social relationship attached to the organization is generated from the previous social connection or participated in the ceremony to enhance cohesion; (3) Control commitment: In order to adhere to the norms of the organization and shape the direction of its behavior, individuals are required to abandon the original norms and reshape their self-concept according to the value of the organization.
Buchanan	1974	Organizational commitment consists of 3 dimensions; (1) Value commitment: Individuals believe in and are willing to accept the organization and its values; (2) Committed to efforts: Individuals are willing to put more efforts into the organization they are engaged in; (3) Retention commitment: Individuals have a strong desire to stay and become part of the organization.
Steers	1977	The content composition of organizational commitment is discussed by integrating social psychology and organizational behavior. The content of organizational commitment includes: (1) Attitude commitment: Regard commitment as a process of strong identification and investment in the organization, or the gradual alignment of personal goals and organizational goals; (2) Behavioral commitment: Regard commitment as a condition that must be linked with the organization due to the investment of capital in an individual organization.
Amar, Rajesh, Anjali, Anita	2023	It is believed that the influencing factors are the employees' unilateral investment, such as the length of service, the degree of effort, the amount of money invested and the amount of other job opportunities found. The more investment, the higher the level of commitment.
Aggarwal, Jaisinghani, Nobi	2022	The reason why employees intend to leave is that "organizational commitment is a psychological comfort for employees. The increase of employees' unilateral labor input makes them invest too much in the organization and can only continue to work in the organization".
Rodríguez-Rad, Del Río-Vázquez	2023	Organizational commitment is a willingness to pay energy and loyalty for the social system, and attaches the personal personality system to social relations.

From the above arrangement, we can see that the existing definitions of the concept of organizational commitment mainly focus on the following aspects;

1) Normative commitment is employees obliged to continue to work in the organization. This is the commitment of employees in the organization because of contract constraints and social responsibilities.

2) Emotional commitment, Employees have experienced long-term commitment and dedication to the organization, loyalty and effort to the organization, and emotional dependence.

3) Continuous commitment, Employees work for a long time in the organization and invest more, leaving the company is easy to cause greater losses. This is a long-term commitment.

### Turnover intention

Ahmet (2022) believed that inclination is a specific attitude before taking certain actions, while resignation is a result of the joint effects of economic, social and psychological factors. Turnover intention is completely different from turnover. This research sorts out the connotation of turnover intention as follows;

Author	Year	Proposed concepts
Ma, Sung, Xu	2022	The tendency and behavior of individuals to want and avoid because they feel unsatisfied in the organization.
Gaan, Shin	2022	It is a comprehensive reflection of dissatisfaction with the current job, the idea of leaving, the possibility of finding a suitable job outside, and looking for other jobs.
Cao, Jia, Zhu, Li, Liu, Li, Li	2021	Can well predict turnover behavior. It is a clear cognitive orientation before leaving and is the last step of leaving organizational cognition.
Iheanacho, Majeed	2017	The individual's cognition and attitude towards leaving the current organization is embodied in the individual's resignation plan and purpose.
Sharma, Sharma, Nanda	2022	Attitudes and thoughts of employees who want to leave the organization.
Nicholas, Eric, Lisa	2016	Employees feel dissatisfied after working in the organization for a period of time, and choose to leave the current organization after careful consideration.
Shahreki, Ganesan, Raman, Chin	2019	The tendency of individuals to leave their current organization because of their own and environmental factors.

To sum up, the factors affecting turnover intention mainly include high perceived control, personal inclination, self-efficacy, achievement motivation, identity difference, emotional intelligence, family responsibility, etc. Therefore, this research holds that dimension intention is an employee's inner dimension intention and an attitude that precedes dimension behavior, which the measurement of turnover intention is to further analyze which turnover intention will affect employees' turnover.

### Research theory

Dreger (2021) pointed out the relationship between interpersonal relationships and turnover intention in work organizations and found that good interpersonal relationships in organizations are important influencing factors for employees to actively work. If interpersonal relationships are not handled well, it will affect the cohesion of the team, have a negative impact on the physical and mental health and work life of employees, and lead to employees resigning.

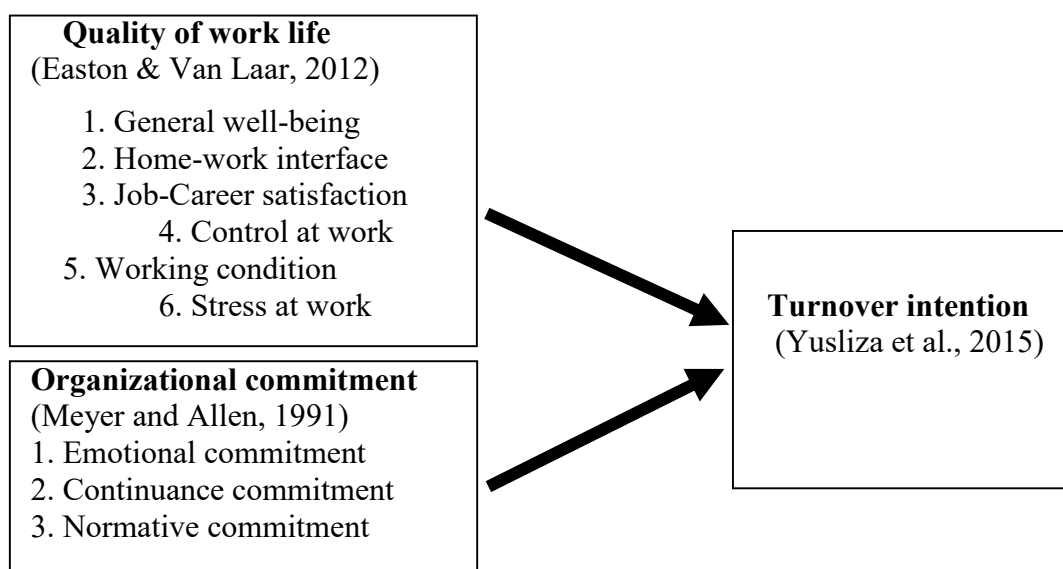
Lilis et al. (2014) studied the behavior and turnover intention of leaders towards employees, and proposed that leadership behavior and work life balance have the most significant impact on the judgment and prediction of turnover intention. The behavior of leaders towards employees can affect internal unity within the organization. Research has shown that work life balance and work characteristics are significantly negatively correlated with turnover intention.

Morilla et al. (2021) pointed out in their study that protecting employees' rights and interests within an organization is more conducive to generating cohesion among employees towards the organization. Analysis shows that if the company retains relatively fixed positions for employees, protects their social status, and designs various welfare measures to meet their needs. Employees will actively contribute to the company and support the organization.

Herzberg's 2 factors theory is an attempt to focus employees on some of the reasons for job related performance. Motivation theory emphasizes that only improving motivation factors can improve job satisfaction, and some work factors can make employees feel satisfied with their work, such as achievement, identification, responsibility, work itself, progress, and personal growth. However, hygiene theory factors cannot fully satisfy employees, but can only prevent them from being dissatisfied. These factors include: Working conditions, colleague relationships, policy rules, good supervisor quality, basic salary, and salary (Lee et al., 2022).

Motivation factors, include employee recognition, employee achievement, employee responsibility and work itself. The above factors are related to the content of the work itself and the employees' inner feelings. Health factors include quality of supervision, relationships between colleagues, working conditions, policies and regulations, and basic wages and salaries (Samira et al., 2020).

### Conceptual framework



### Research hypothesis

Hypothesis 1: General well-being has influence power on turnover intention.

Hypothesis 2: Home-work interface has influence power on turnover intention.

Hypothesis 3: Job-career Satisfaction has influence power on turnover intention.

Hypothesis 4: Control at work has influence power on turnover intention.

Hypothesis 5: Working conditions has influence power on turnover intention.

Hypothesis 6: Stress at work has influence power on turnover intention.

Hypothesis 7: Emotional commitment has influence power on turnover intention.

Hypothesis 8: Continuance commitment has influence power on turnover intention.

Hypothesis 9: Normative commitment has influence power on turnover intention.

## Methodology

This study adopts the method of questionnaire survey and quantitative data of closed questionnaire. Investigation and research is the analysis of the objective and actual situation in practice. Through personal interviews and large-scale surveys (including interviews and questionnaires), we have fully mastered a large number of first-hand research materials, and on this basis, I can carry out the work of removing the rough and selecting the fine, removing the false and reserving the true, from one to the other, from the outside to the inside, so as to obtain some regular knowledge to guide practical activities.

### Population, sample size, and sampling

There are 1,507 Staffs at Dunhuang Academy, that is defined as population of this research (<http://www.dha.ac.cn/jggk/jgjj.htm>, 2023). It comprises of 5 departments namely: The Culture and Publicity Department is mainly responsible for external publicity and tourist reception, with a total of 382 people; The Protection and Research Department is mainly responsible for mural restoration and digital image preservation, with a total of 412 people; The Art Research Department is mainly responsible for the reproduction of murals and the display and display of cultural relics, with a total of 221 people; Humanities Research Department, mainly responsible for the preservation of books and archives, the publication of Dunhuang Studies information journals and literature research, 174 people; Administration Department, mainly responsible for legal affairs, finance, Personnel recruitment management, logistics support, security and other work, 318 people. This research adopts Yamane's formula  $n = N \div (1 + Ne^2)$  Thus sample size is  $1507 \div (1 + 1507(0.05)^2) = 316$ . This research adopts random sampling.

### Collection of data

Based on the data required for population, sample, and sampling in this study, I wrote a questionnaire on the questionnaire star. By sending a link to the questionnaire star to colleagues, they were asked to fill out the questionnaire online, collect the data, and then conduct data analysis. In order to ensure that the questionnaire is more reliable and effective, I plan to have more than 380 people fill out the questionnaire, and ultimately collect 451 questionnaires. The response rate is 100 %. The response rate is consistent with, indicating that a minimum response rate of at least 20 % is required. Finally, the data was organized through questionnaire stars, and further data analysis was conducted.

It should be noted that at the beginning of the questionnaire design, it was set that opening the questionnaire must be completed, and a single choice was set to avoid missing answers, otherwise it cannot be submitted. So, the completed questionnaire response rate is 100 %.

### Data analysis

Use SPSS and excel to collate and analyze the original data, study the relationship between the variables of QWL, turnover intention and organizational commitment, and finally verify the hypothesis and draw the research conclusion.

This research performed data analysis in these following steps;

Section 1 presents descriptive data in the form of average, frequency, standard deviation and percentage. It also reports on each variable's degree of attitude. This survey collects data on 6 levels of attitudes;

Strongly agree earns 6 points.

Agree earns 5 points

Slightly Agree earns 4 points.

Slightly disagree earns 3 points.

Disagree earns 2 points.

Strongly disagree earns 1 point.

The degree of attitude report will then be as follows;

5.20 - 6.00 denotes strongly agree

4.36 - 5.19 denotes agree

3.52 - 4.35 denotes slightly agree

2.68 - 3.51 denotes slightly disagree

1.84 - 2.67 denotes disagree

1.00 - 1.83 denotes strongly disagree.

Section 2 contains inferential statistics based on correlation and multiple regression. A correlation analysis reveals the strength and direction of a linear relationship between 2 variables, while a simple linear regression analysis produces parameters in a linear equation that may be used to anticipate the values of 1 variable based on the values of the other.

## Results and discussion

Based on basic population information, gender, marital status, job level, educational background, age, and working years, the analysis is as follows;

**Table 1** Descriptive statistics on demographic information.

	Frequency	Valid percent	Cumulative percent
<b>Gender</b>			
Male	230	50.998 %	50.998 %
Female	221	49.002 %	100.000 %
<b>Age</b>			
18 - 26 years old	65	14.412 %	14.412 %
27 - 40 years old	73	16.186 %	30.599 %
41 - 55 years old	166	36.807 %	67.406 %
above 55	147	32.594 %	100.000 %
<b>Marital status</b>			
Married	393	87.140 %	87.140 %
Single	44	9.756 %	96.896 %
Divorced	14	3.104 %	100.000 %
<b>Education</b>			
Below undergraduate	192	42.572 %	42.572 %
Bachelor	185	41.020 %	83.592 %
Graduate degree and above	74	16.408 %	100.000 %
<b>Job position</b>			
Technician	266	58.980 %	58.980 %
Front-line manager	64	14.191 %	73.171 %
Middle-level manager	58	12.860 %	86.031 %
Senior manager	34	7.539 %	93.570 %
Other	29	6.430 %	100.000 %
<b>Time of employment</b>			
Less than 3 years	59	13.082 %	13.082 %
3 - 5 years	104	23.060 %	36.142 %
6 - 8 years	202	44.789 %	80.931 %
More than 8 years	86	19.069 %	100.000 %



**Table 1** shows that a total of 451 people were collected in this questionnaire survey. Among the 451 valid responses, the gender ratio was basically balanced, with slightly more males. 51 % of the respondents were male, while 49 % of the respondents were female.

According to the survey, out of 451 valid responses, 14.41 % of respondents were aged between 18 and 26 years old, 16.19 % were aged between 27 and 40 years old, 36.81 % were aged between 41 and 55 years old, and 32.59 % of employees were over 55 years old.

Among the 451 valid responses, 87.14 % of employees were married, 9.76 % were single, and 3.10 % were divorced based on their marital status.

Among the 451 valid responses, based on their education level, 42.57 % of employees have a bachelor's degree or below, 41.02 % have a bachelor's degree, and 16.40 % have a graduate degree or above.

Among 451 valid replies, 58.98 % of employees are technicians, 14.19 % are front-line managers, 12.86 % are middle management, and 7.54 % are senior managers according to the position level. 6.43 % of employees are in other positions.

In addition, the survey showed that out of 451 valid responses, 13.08 % of employees worked at the Academy for less than 3 years, 23.06 % worked for 3 - 5 years, 44.79 % worked for 6 - 8 years, and 19.07 % worked for more than 8 years.

### **Descriptive Statistic on QWL**

This study explores the impact of QWL on employees. The descriptive analysis results are shown in the table below.

**Table 2** Descriptive statistics on QWL and employee impact dimensions.

<b>Question</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>Level of perception</b>
1. My compensation is appropriate with the duties I served to the academy	4.778	1.037	Agree
2. My colleagues provide me with encouragement and assistance to enable me to perform my duties to the best of my abilities.	4.763	1.054	Agree
3. I feel empowered to express my viewpoints and affect alterations in my work domain.	4.776	1.086	Agree
<b>X1.1 General well-being</b>	4.772	0.924	Agree
4. My working schedule is suitable for my personal situation	4.780	1.078	Agree
5. I can get financial support leisure activities outside of work.	4.712	1.114	Agree
6. The academy has provided me with enough facilities and work flexibility to adapt to work and life at home.	4.780	1.085	Agree
<b>X1.2 Home-work interface</b>	4.758	0.951	Agree
7. I can give full play to my work ability in my post.	4.767	1.071	Agree
8. I am very grateful with the opportunities to complete the assigned work.	4.800	1.013	Agree
9. When I do a good job, the supervisor will recognize my work.	4.803	1.030	Agree
<b>X1.3 Job-Career satisfaction</b>	4.790	0.910	Agree
10. I am often regulating by leaders to ensure my performance.	4.681	1.052	Agree
11. I have to declare a clear plan to complete my work.	4.721	1.051	Agree
12. The academy provides monitoring mechanism to execute my job	4.727	1.054	Agree

Question	Mean	Standard deviation	Level of perception
<b>X1.4 Control at work</b>	4.710	0.886	Agree
13. The academy has provided me with what I need for health and safety work.	4.727	1.008	Agree
14. I work in appropriate lighting and noise.	4.718	1.082	Agree
15. The academy requires appropriate duration of working time	4.772	1.043	Agree
<b>X1.5 Working conditions</b>	4.739	0.895	Agree
16. I am un-capable to handle changes in the academy	4.641	1.037	Agree
17. I feel bad when manager provide me a criticism.	4.674	1.027	Agree
18. I feel bad when manager provide me a criticism.	4.716	1.095	Agree
<b>X1.6 Stress at work</b>	4.677	0.882	Agree
<b>X1. QWL</b>	4.741	0.837	Agree

**Table 2** show that employees generally have a positive view of QWL. When I do well, my supervisor recognizes that my work is rated the highest, with an average of 4.803, indicating its importance to employees. In addition, the table also shows that the average value of employee performance is 4.741, indicating that employees usually have a positive view of their QWL.

#### **Descriptive statistics of organizational commitment**

This study explores the impact of organizational commitment on employees. The descriptive analysis results are shown in the table below.

**Table 3** Descriptive statistics on the impact dimensions of organizational commitment on employees.

Question	Mean	Standard deviation	Level of perception
1. The academy can notice my excellent performance	4.714	1.065	Agree
2. The academy provides appropriate platform to work.	4.749	1.051	Agree
3. The academy attaches great importance to my work goals and values.	4.703	1.132	Agree
4. The academy will provide help for the problems I encounter in my work.	4.765	1.064	Agree
5. The academy will put me in charge of the work that is best for me.	4.692	1.065	Agree
<b>X2.1 Emotional commitment</b>	4.725	0.890	Agree
6. The academy will not easily reduce the salary	4.727	1.076	Agree
7. If I leave, the academy will ask me to stay.	4.723	1.033	Agree
8. Academy don't fire people easily.	4.752	1.110	Agree
9. The academy will change positions rather than dismiss employees.	4.767	1.027	Agree
10. The academy promises to cultivate your economic value in the organization.	4.752	1.056	Agree
<b>X2.2 Continuous commitment</b>	4.744	0.877	Agree
11. The academy will reward me for my extra work.	4.727	1.072	Agree

Question	Mean	Standard deviation	Level of perception
12. The academy will understand occasional lack of attendance due to personal reasons.	4.756	1.025	Agree
13. The academy is concerned about my living situation.	4.687	1.063	Agree
14. When profits are high, academy will raise salaries for employees.	4.743	1.050	Agree
15. The academy considers the interests of employees when making decisions.	4.694	1.071	Agree
<b>X2.3 Normative commitment</b>	4.722	0.871	Agree
<b>X2. Organizational commitment</b>	4.730	0.840	Agree

**Table 3** show that organizational commitment has a positive view of employees. In terms of continuous commitment, if employees experience difficulties in their work, the Academy will replace their positions instead of firing them. Rated as the highest, with an average score of 4.767, indicating the importance of work to employees. In addition, the table also shows that the average value of employee performance is 4.730, indicating that employees typically have a positive view of their organizational commitments. The finding aligns with Huang, Swatdikun, Prempanichnukul, & Chen (2023) which also found high commitment with organisation among Chinese Scholars.

#### **Descriptive statistics on Turnover intention**

This study explores the impact of turnover intention on employees. The descriptive analysis results are shown in the table below.

**Table 4** Descriptive statistics on the impact dimensions of turnover intention on employees.

Question	Mean	Standard deviation	Level of perception
4.1. I plan to look for new job opportunities.	2.049	1.084	Disagree
4.2. Many times, I missed the opportunity to realize my ideal in my work.	2.073	1.144	Disagree
4.3. I plan to find a job in another company.	2.047	1.155	Disagree
4.4. When my work is not smooth, I occasionally consider leaving the company.	2.044	1.134	Disagree
4.5. I often consider setting up my own company and becoming an entrepreneur.	2.069	1.142	Disagree
<b>Y Turnover intention</b>	2.056	0.905	Disagree

**Table 4** show that turnover intention has a negative impact on employees. Many times, I miss the opportunity to achieve my ideals in the workplace was rated as the highest, with an average score of 2.073, indicating that once an employee misses the opportunity to achieve their ideals in the workplace, the greater the risk of resignation. When my job is not going smoothly, I occasionally consider leaving the company. The average score is the lowest, at 2.044, indicating that the factors of work not going smoothly have a lower risk of employee turnover. In addition, the table also shows that the average value of turnover intention is 2.056, indicating that employees have a negative attitude towards turnover intention. The finding aligns with Huang et al (2023) which also found low turnover intention among Chinese Scholars.

### Correlation analysis

This study explores the effects of QWL (X1) and organizational commitment (X2) on employee turnover intention (Y). The relevant analysis results are shown in the table below.

**Table 5** The relationship between QWL (X1) and organizational commitment (X2) on employee turnover intention (Y).

	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X2.1	X2.2	X2.3	Y
X1.1	1									
X1.2	0.863**	1								
X1.3	0.839**	0.855**	1							
X1.4	0.835**	0.831**	0.828**	1						
X1.5	0.851**	0.834**	0.801**	0.803**	1					
X1.6	0.806**	0.786**	0.800**	0.773**	0.769**	1				
X2.1	0.868**	0.864**	0.842**	0.830**	0.827**	0.791**	1			
X2.2	0.862**	0.860**	0.836**	0.839**	0.828**	0.782**	0.865**	1		
X2.3	0.867**	0.850**	0.850**	0.837**	0.843**	0.811**	0.871**	0.870**	1	
Y	-0.320*	-0.343*	-0.293*	-0.316*	-0.288*	-0.247*	-0.353*	-0.325*	-0.341*	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

**Table 5** reveal that the Pearson correlation coefficient evaluates the statistical connection between 2 continuous variables. Due to its covariance-based approach, it is considered the most accurate method for quantifying the relationship between variables of interest. The Pearson correlation coefficients between QWL (General well-being, Home-work interface, Job-Career Satisfaction, Control at work, working conditions and Stress at work.) and organizational commitment (emotional commitment, sustained commitment, and normative commitment) and employee turnover intention are -0.320, -0.343, -0.293, -0.316, -0.288, -0.247, -0.353, -0.325, and -0.341, respectively, with a correlation coefficient of 1 % and statistical significance. From the figure, it can be seen that X1 and X2 are negative on Y, indicating a negative correlation between QWL and organizational commitment and turnover intention.

### Regression analysis

This study explores the effects of QWL and organizational commitment on employee turnover intention. The regression analysis results are shown in the table below.

**Table 6** Regression analysis of QWL and organizational commitment on employee turnover intention.

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
Constant	3.712	0.236		15.729	0.000***	
X1.1 General well-being	-0.026	0.112	-0.027	-0.235	0.814	6.709
X1.2 Home-work interface	-0.194	0.105	-0.204	-1.851	0.065*	6.274
X1.3 Job-Career satisfaction	0.110	0.102	0.111	1.085	0.278	5.400
X1.4 Control at work	-0.058	0.098	-0.057	-0.589	0.556	4.807
X1.5 Working condition	0.110	0.097	0.109	1.129	0.260	4.803
X1.6 Stress at work	0.171	0.086	0.166	1.973	0.049**	3.670

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
X2.1 Emotional commitment	−0.233	0.113	−0.229	−2.060	0.040**	6.418
X2.2 Continuous commitment	−0.015	0.114	−0.015	−0.134	0.894	6.271
X2.3 Normative commitment	−0.213	0.119	−0.205	−1.788	0.075*	6.819

$R^2 = 0.147$ , Adjusted  $R^2 = 0.130$ ,  $F = 8.473$ , Sig. = 0.000

**Table 6** show the regression analysis of QWL and organizational commitment on employee turnover intention. For X1.1, the coefficient value is −0.026, which is not within the range of −0.235 and 0.841; For X1.3, the coefficient value is 0.110, which is not within the range of 1.085 and 0.278; For X1.4, the coefficient value is −0.058, which is not within the range of −0.589 and 0.556; For X1.5, the coefficient value is 0.110, which is not within the range of 1.129 and 0.260; For X2.2, the coefficient value is −0.015, which is not within the range of −0.134 and 0.0894. This indicates that the factors X1.1, X1.3, X1.4, X1.5 of QWL and X2.2 of organizational commitment have little impact on turnover intention. The coefficient values of other independent variables X1.2, X1.6, X2.1, and X2.3 are −0.194, 0.171, −0.233, and −0.213, respectively, which have a significant impact on employee turnover intention. Therefore, it is assumed that H2, H6, H7, and H9 are accepted.

## Conclusions

This study conducted a questionnaire survey among employees of the Dunhuang Academy in China. The hypothesis of this study was validated, and the conclusions obtained are summarized as follows;

- 1) The impact of family work interface on turnover intention is negatively correlated.
- 2) The impact of work pressure on turnover intention is negatively correlated.
- 3) The impact of emotional commitment on turnover intention is negatively correlated.
- 4) The impact of normative commitment on turnover intention is negatively correlated.

This study was only conducted among employees of the Dunhuang Academy in China. Therefore, the research results can only be analyzed within a limited scope through questionnaire surveys. It is recommended to view and use the data results of this study in a reasonable manner. Despite considering various aspects of the research process, there are still shortcomings in the dependent variable due to changes in time, samples, research methods, and other reasoning variables. It is necessary to consider the potential limitations of the questionnaire method.

Firstly, the study used a mature domestic scale with a large number of questions and high requirements for the patient attitude of the respondents. The quality of the questionnaire was also greatly affected by the respondents. In the actual 451 questionnaires collected, the sample size and representativeness were not strong enough.

Secondly, the research method used in this article is relatively single, only using literature and data analysis for argument verification, without effective combination with other analytical tools. Further exploration of the research model can be made more convincing by attempting to use other tools and validation methods.

Thirdly, in terms of questionnaire distribution, the questionnaires were not distributed and collected in batches at different time periods, and the impact of time differences on research variables was not fully considered. The rigor of the research needs further improvement.

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