

Antecedents of Turnover Intention with Mediation Role of Overall Satisfaction: Thailand Rubber Industry

^{1,2}Kittisak Jermsittiparsert, ³Puttisat Namdej, ^{*4}Parinya Siriattakul

Abstract---The study is carried out to exercise the workforce diversity, flexible work timings, and CSR activities as the determinants of overall satisfaction, which ultimately leads to low turnover intentions. In addition to that, the trust is examined as a moderator in the relationship between workforce diversity and overall satisfaction. Lastly, satisfaction is examined as a mediator. The current study has employed SEM-PLS to achieve the research objectives. The study has extended the literature on the turnover intention by proving the overall employee satisfaction as a mediator between diversity, flexible timings, CSR activities and turnover intention relationship. 124 employees in the Thai rubber industry are the final sample of the current study. The findings of the study have provided support to the proposed hypothesis. The findings of the study will provide support to the policymakers, researchers, and practitioners in understanding the fact that all of the stakeholders are impacted in a positive manner by these activities of the organization. according to CSR, it is important for organizations to follow the legislation, take the initiative voluntary so the wellbeing of employees and their families can be improved and for the society and community as well.

Keywords---workforce diversity, CSR, Satisfaction, trust, turnover intention

I. Introduction

For every organization, the employee is an important part of their setup in which their satisfaction is key that impacts the employee's intention to leave the organization. The attitude of the worker has an impact on the turnover. Furthermore, the industry can be positively or negatively impacted by this. The industry will be negatively impacted if a large number of employees have the intention to leave the organization (Kang, Gatling, & Kim, 2015). It will be very costly for the organization if an employee leaves the organization because a new person will need training and time to get adjusted. The main satisfaction factor in any industry is the payment of the salary of the employees. An employee gets internal satisfaction due to payment on time. Furthermore, if the employee gets a promotion or additional incentive, employee satisfaction will be increased as well (Harju, Hakanen, & Schaufeli, 2016). A number of studies have been conducted in the past regarding the employee's intention to leave the organization.

¹ Department for Management of Science and Technology Development, Ton Duc Thang University, Ho Chi Minh City, Vietnam

² Faculty of Social Sciences and Humanities, Ton Duc Thang University, Ho Chi Minh City, Vietnam

E-mail: kittisak.jermsittiparsert@tdtu.edu.vn

³ Political Science Association of Kasetsart University, Bangkok, Thailand

E-mail: puttisat@gmail.com

⁴ School of Psychology, University of Queensland, Australia

*Corresponding author: E-mail: siriattakul@hotmail.com

The satisfaction which employee get through salary is the main objective of the employee to minimize his/ her financial crisis. As a result, organizational and individual performance is affected. If the intention of the employee to leave the organization is very high, it will negatively impact the productivity of the organization. employees should be given more and better opportunities so they can excel in their careers and make the tasks of the organization achievable(Hogan, 2018). The main objective of employees is to get satisfied with their job. For any organization, the employee's intention to leave the organization can be disastrous. A number of scholars are trying to determine the important factors that contribute to employee intention to leave.

Its been revealed by many researchers that if employees who are dissatisfied remain in the organization are involved in activities that are counterproductive. Such activities include sabotage of equipment, destructive rumors, poor service and theft. It's also reported that such employees are reported with the problem of sleeplessness, apprehension, lassitude, depression and tension. Along with these problems, such employees have a high intention to leave the organization. if the organization remain unable to identify the problems causing dissatisfaction among employees, some serious problems can rise for the organization(Frey & Osborne, 2017). Therefore, it is key to identify such problems so organizations operation can run smoothly.

The organizations having a shortage of employees creates a bad image if the intention to leave is the cause of it. It is the responsibility of the Human Resource department of the organization to keep such workers satisfied with their jobs. They should identify the factors that can create problems in the satisfaction of employees in the job. It can be done by a healthy environment within the organization, give proper feedback to the workers and distribute the tasks into small responsibilities.The tasks should be divided in a way that employees can easily complete the tasks.

Workforce diversity (WFD) is the difference among employees in terms of their sexual orientation, gender, religion, physical disabilities and abilities, cultural background and age. Society is divided on these discriminations since centuries. Workforce remains heterogeneous due to diversity. It is very important for organizations to have organizations with diverse manpower but managing diverse manpower can be a big challenge for the organization(Aguenza & Som, 2018). Management of the workforce with a high level of diversity is the main issue of a number of organizations. the organization which is successful should treat all employees equally and with justice. Managers should know the skills to deal with employees with different genders and culture and should know the way to give value to every employee(Erickson, 2017).

Now a days, flexibility in the timing at the workplace is gaining high recognition and is recognized as a strategic tool as well. It is an effective way to manage employee, time and space in an effective way to deal with the uncertain environment and compete at the global level. It is an important policy of the organization to develop a committed policy that improves the productivity of the employees(Aguenza & Som, 2018). As mentioned by scholars that offering flexibility in time is a very productive process that can play an important role for the company to achieve its goals and manage employees. If the objectives of the people can get boosted, it will impact the effectiveness and efficiency of the employees as well (Fellows, Chiu, Hill, & Hawkins, 2016). A number of strategies are being developed by the organizations to maximize the productivity of the employee, improve competitiveness, and reduce the cost(Luo & Bu, 2016). One of the objectives of such action is to keep the work life balance of the employee. whereas, employees try to be productive while working but not at the cost of suffering family life.

The concept of Corporate Social Responsibility (CSR) is the theme in which business taking an interest in the interest of the society and take initiatives that impact the community shareholders, employees, suppliers and customers(Quarshie, Salmi, & Leuschner, 2016). Thus, all of the stakeholders are impacted in a positive manner by these activities of the organization. according to CSR, it is important for organizations to follow the legislation, take the initiative voluntarily so the well-being of employees and their families can be improved and for the society and community as well. To minimize the impact on the stakeholders of the business, organizations are investing a lot on CSR activities since last few years(Herremans, Nazari, & Mahmoudian, 2016).

Rubber is a very important resource. A number of manufacturing industries are dependent on the rubber for the manufacturing products like hoses, elastic, gloves and tires including many more. It is expected that the growth of the rubber industry will rise by 2.7% annually. In 1900s rubber was introduced to Thailand. Currently, Thailand is the largest producer of rubber globally. Moreover, the weather of Thailand is tropical due to which it is the largest exporter of rubber globally. The employees working there are facing a number of issues like strict and long working hours, male oriented workforce and issues of employee welfare.

The present research aims to study CSR, diversity and flexi work arrangement as an independent variable for employee retention as many organizations are now leveraging these practices to achieve competitive advantage and long-term success. The current study aims to extend overall employee satisfaction as a mediator between diversity, flexible timings, CSR activities and turnover intention (TI) relationship(Haque, Fernando, & Caputi, 2019). Furthermore, another objective of the study is to explore trust as a moderator between WFD and satisfaction association.

II. Literature Review

Turnover intention (TI)

The rate at which customer leaves and joins the organization is known as TI. Moreover, it means the tenure which employees spent in an organization. scholars have reported that TI of employees have been negatively effected bythe satisfaction of employees (Holtom & Burch, 2016).

The high rate of turnover is very bad for the organization. It is because the indirect and direct cost of doing business can be increased. As mentioned by scholars, expenses spent by the employee on the training, induction, recruitment and selection of a new employee are considered as the direct cost (Holtom & Burch, 2016). Scholars have revealed that TI is the behavior of the employee to leave the organization.

Overall satisfaction (OS)

Scholars defined satisfaction as the combination of environmental, physiological and psychological circumstances due to which an employee can truly say that he or she is satisfied with the job (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Therefore, there exisy many external factors which have impact OS of the employee. Thus, positive as well as negative feelings of the employees is known as OS of the employee. Whereas, when an employee is hired in an organization, he or she brings its desire, needs and experience. The satisfaction of a job is the expectation of employee achievement and job success. Productivity and performance of the organization is directly impacted by OS (Jermsittiparsert, Suan, & Kaliappen, 2019).

Turnover intention and Overall satisfaction

Since last few years, the satisfaction of employee is the center of research in behavioral and social science. When employees like their job, the term used is the likeness job satisfaction that impact the OS of the employee. It is the overall feeling of the employee towards several different aspects of the job. Scholars have paid a lot of attention to satisfaction of employees since last few decades. Job satisfaction is an important part of the effectiveness of the organization and related to a number of aspects of the job(Judge et al., 2017).

TI is the willfulness of an individual to leave the organization. In the past, there has been a number of studies conducted to analyze the turnover of the employees. It is the center of interest for several researchers from across the disciplines and a number of leaders as well. A number of factors are associated with the TI of employees including career commitment, organizational commitment and job satisfaction. Overall, a high level of job satisfaction is linked with the TI of the employee. this relationship is negative. Therefore, it's expected that there exists significant negative impact of satisfaction on employees intention to turnover (Zhang, Sun, Icli, & Feinberg, 2017).

Workforce diversity relationship with Overall satisfaction and Turnover intention

Management of diversity is the main focus for all organization because it will establish new methods of doing work together and will impact productivity, profit and morale of the organization(Guillaume, Dawson, Otaye- Ebede, Woods, & West, 2017). researchers have mentioned that management of diversity includes building the specific skills along with the creation of policies that can positively impact the behavior of the employee. implementing diversity at the workplace is the main focus of the Human resource department. Organizations must rethink the evolvement of diversity and its implementation due to the advancement of modern technology. By this way, organizations can develop strategies that are beyond normal tradition and develop a diverse workforce(Kotabe & Kothari, 2016).

Diversity is the characteristic in terms of age, nationality, ethnic background and gender. Performance of the organization is negatively impacted by all of these aspects, if not managed properly. It is very important for organizations to understand the impacts of diversity on the outcomes including turnover, satisfaction, employee performance and organizational performance(Abbas, Raja, Darr, & Bouckenoghe, 2014). The focus of research since the last three decades is on the workforce having diversity. Moreover, the use of team having a diverse workforce is the center of interest for all the organizations because it will develop the synergy impact and positively influence the satisfaction of the employee. if the organization is able to effectively manage the workforce that is diverse, it will develop the positive environment at the workplace having a positive impact on the satisfaction level of employee(Chew, Lee, Tan, & Tee, 2011).

Employees feel relax in organizations where the workforce is diverse. It is because of an employee's development perception of care. As a result, organizations achieve long term and short-term success due to such perception among employees. It is also because turnover among such employees is very low, and employees remain loyal to the organization. therefore, a workforce that is diverse has a positive feeling of satisfaction. Moreover, it's also been reported by a number of scholars that a diverse workforce has a negative impact on the employee's TI(McKay et al., 2007).

Trust with Workforce diversity and Overall satisfaction

Within the organization, trust is a valuable resource. In the field of management, its been extensively researched as well. For the long term profitability and sustainability of the organization, it is important that there must be trust

developed among the employees working in organization and organizations itself(Ortiz- de- Mandojana & Bansal, 2016). In the past, trust is studied in relationship with satisfaction and diversity widely.

If the employees who belong to the diverse background are managed effectively, their performance is much better than unmanaged employees. Such diverse and well managed employees are satisfied as well as a result of better performance. If the organization have a diverse workforce and well planned, objective and fair criteria for promotion, appraisal of performance and remuneration, employees will work hard and feel motivated to achieve organizational goals(Perry, Engbers, & Jun 2017). In this way, employees show their trust in the organization. Therefore, trust has a significant relationship with the diversity of the workforce.

In the past, a number of scholars have conducted research. They reposted positive link between trust and OS. Scholars claim that when there is a high level of trust among employees and organization, employees give more time and effort to fulfil organizational tasks. For these reasons, it is important for organizations to focus on the factors that develop trust. Actually, the satisfaction level of an employee has an impact on the level of trust of the employee(Kiruja & Mukuru, 2018). such employee feels a sense of belonging with the organization. Therefore, in the current study, trust is being studied as a moderator on the path of employee's satisfaction and diversity of work force. OS among the employees will increase as the level of trust will go up.

Flexible work timings (FWT): Overall satisfaction and Turnover intention

Flexibility at work is not only the flexibility in terms of place and time of the job, but also it is the terms of doing work, part time, career break and sharing of work. As each of the mentioned flexibility at work can be used separately, they are combined frequently for each other's complement. It is important to mention that flexibility at work means creating ease in planning. It is not a reduction in work time. therefore, flexibility at work can be summarized as the employee's ability to control the location of work, duration of doing work, and the ability of the employee to do work. This flexibility is supposed to be offered by the organization to the employee. flexible working hours are defined as the benefits provided by the organization to the employee, which permit some level of control over where and when employees work outside the working days(Kossek & Thompson, 2016).

In past studies, a number of advantages related to flexible working hours are mentioned. Few of these benefits include a reduction in cost, turnover and absenteeism. Furthermore, it will be positively impacting the satisfaction level of employees as well. When an employer offers flexible working hours, the employee gets the feeling that employer care about the non-working life and well-being of employees, Which leads to job satisfaction. Flexible working hours wah introduced at the workplace in the beginning so employees can take care of their kids and can maintain work life balance(Tanwar & Prasad, 2016). When the employee gets flexibility, he or she gets the ability to control how, when, and from where they can work. Therefore, flexibility has a lot of contribution to improving the life and quality of work of an individual. As a result, individuals may get time to fulfil their non-working and work roles easily. At the end, when employees successfully achieve work related tasks and non-work-related opportunities, it leads to work life balance and impact overall satisfaction as well. Therefore, it's been reported by the scholars that flexible working practices havea positive impact on the satisfaction level of employees(Shagvaliyeva & Yazdanifard, 2014).

From the above-mentioned research its evident that employees having flexible working hours will have a positive impact on the attitude and behavior of the employees and will develop loyalty among the employees towards the organization, having a negative impact on the turnover rate as well. Employees having a high rate of flexible work

opportunities have a low level of TI and high level of satisfaction toward a job as well (Lu & Gursoy, 2016). It is very difficult that a high level of flexible work arrangements has given potential benefit to employers and employees. Whereas, a number of researchers have observed that organizations adopt flexible timings so their organizational efficiency can be improved along with the positive impact on the flexibility of the employees. There exists a number of benefits of flexible timings, including a reduction in TI as well (Alvesson, 2000).

CSR activities relationship with Overall satisfaction and Turnover intention

In the current era of business, employees always consider the image of the organization before joining the organization for the job. Scholars have reported that a number of social programs are adopted by the organizations so they can develop a positive reputation of the organization and good faith as well. This is the contribution that an organization make through public policy management and social investment. CSR considers the way an organization manage its environmental, social and economic relationship . moreover, the way stakeholders can use these dimensions because long term success of the organization is dependent upon the relationship with stakeholders (Fernandez & Rainey, 2017). Additionally, CSR develops a sense of self-esteem and belonging to the employees by giving community services and voluntarily providing the opportunities so their potential can be discovered in terms of having a good impact on society and helping others. To maximize the benefits of CSR programs, organizations should develop a plan to induce CSR plans into their strategic mission and core values as well.

All stakeholders are positively impacted by the introduction of CSR activities by the firm. The organization always try to motivate the employees to voluntarily participate in development programs of the community. As a result, such programs positively impact the morale of the organization and impact satisfaction of employee positively. When an organization use CSR activities effectively, it will positively develop their image in the eyes of all stake holders (internal and external) strengthening the relationships with government bodies as well. Whereas, it has a positive impact on the OS as well (Omer, 2018).

CSR is the affective tool to attract a talented pool of employees. It is more effective when the turnover of employees is more in organizations. Therefore, employees may be given a new perspective of doing work, which will bring new ideas to the business. The CSR activities of the organization enhance the satisfaction of the employee and negatively impact the intention of the employee to leave the organization. as the commitment of employee is also enhanced, it will impact the performance of employees positively as well. Therefore, the rate of quitting the job is more in the organizations as comparing those organization having non-CSR activities (Yoo & CHON, 2015).

Research hypothesis

H1: WFD has a significant impact on OS

H2: WFD has a significant impact on TI

H3: FWT have a significant impact on OS

H4: FWThasa significant impact on TI

H5: CSR activity has a significant impact on TI

H6: CSR activity has a significant impact on OS

H7: OS has a significant impact on TI

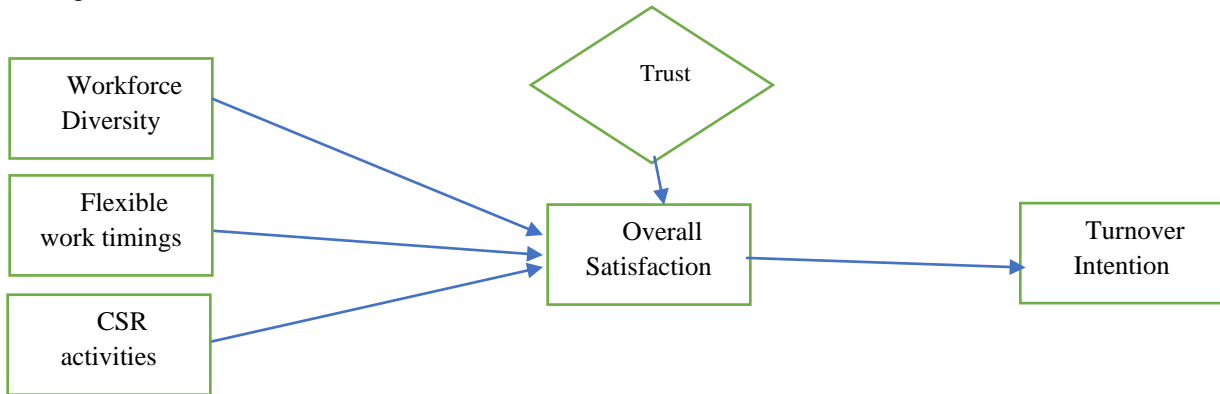
H8: OS mediated the relationship between WFD and TI

H9: OS mediated the relationship of Flexible working hours and TI

H10: OS mediated the relationship between CSR activities and TI

H11: Trust moderates the relationship between WFD and OS.

Following framework is aligned with the above research hypothesis and is presented on the basis of an extensive review of past literature.



III. Methodology

The choice of research approach is based on the nature of the research topic. After the determination of descriptive statistics and screening of data, the next step involves the measuring of the measurement model. The common issues experienced by researchers involve the sample size and normality issue of data. There exist normality in the data obtained by the target audience despite the sample is very small. Because of these issues, PLS-SEM has been selected for testing the research hypothesis in this study. It is considered a suitable approach and a good alternative for CB-SEM. Due to the small sample size and non-normal data; CB-SEM cannot be used in this research. The sample size in this study was selected as 124, which is a suitable number as per the recommendation of Hair, Ringle, and Sarstedt (2011) to be assessed through PLS-SEM. CB-SEM and PLS-SEM are similar approaches in some aspects. Both the approaches consist of two steps (Hair et al., 2011; Henseler, Ringle, & Sinkovics, 2009). The initial step in PLS-SEM approach is to determine the measurement model and then assess the path coefficient relations in the structural model (Henseler et al., 2009). The employee working in the Thai rubber industry is chosen as a final sample. The response rate is 39 percent and random sampling is chosen as a sampling technique.

The scale for TI are adopted from Schwepker Jr (2001), and scale for trust, CSR activities and OS were taken from Lee, Song, Lee, Lee, and Bernhard (2013). The scale of WFD and flexible working timings are taken from Selvaraj (2015) and Kelly, Moen, and Tranby (2011) respectively.

IV. Results

In the evaluation of measurement model, the statistical elements in the structured model are determined. This refers to the suitability of the measurement model for further analysis. Internal reliability consistency, discriminant validity, convergent validity and construct validity have been used to determine the measurement model. Smart-PLS has been used for measuring discriminant validity.

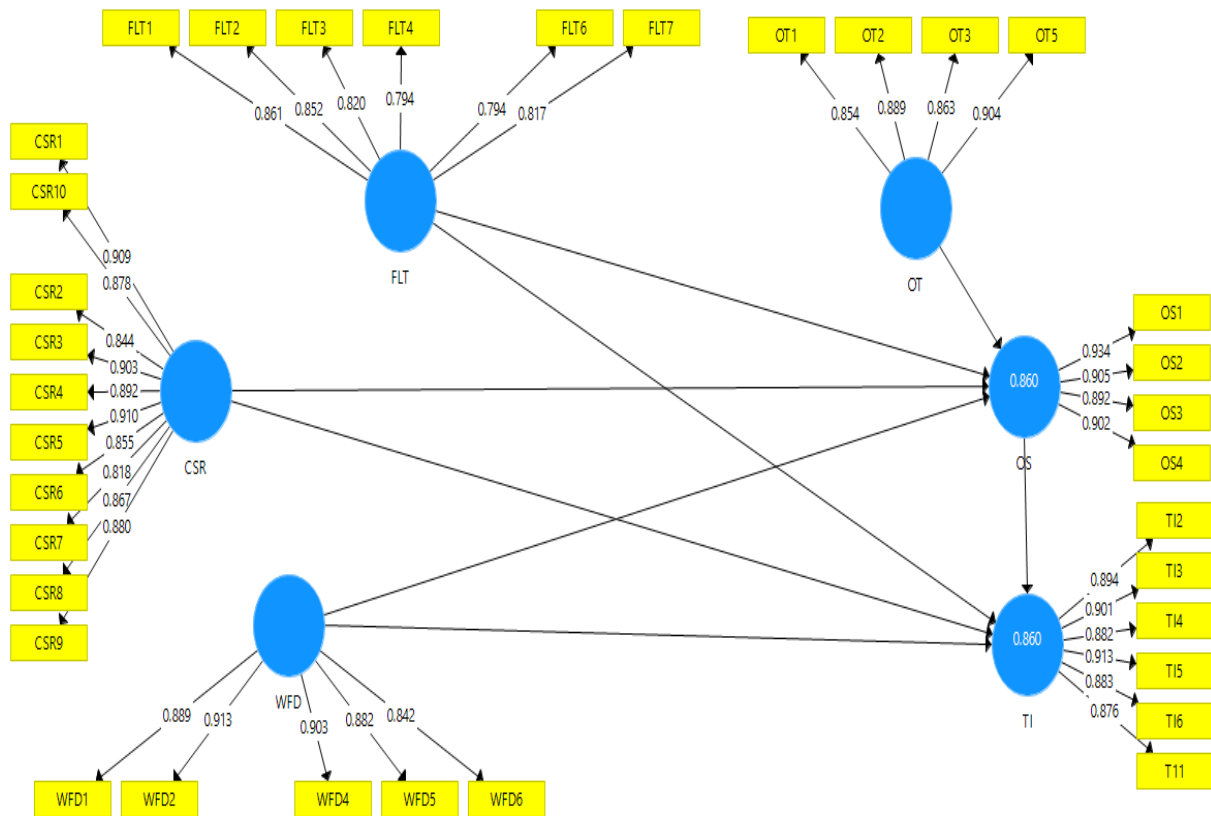


Figure 1: Measurement Model

It is important to determine reliability before checking the validity of research instrument. The level with which the measures are error free and show consistent results is referred as reliability (Peter, 1979). The measures giving inconsistent results weaken the association between the measures. Peter (1979) recommended the use of multi-scale items for resolving the measurement errors. The researcher can delete the items having errors of measurement to improve the results of reliability. This research study found no errors of measurement and five items were measured. The reliability is checked through internal consistency through similar set of items (Peter, 1979). It is determined that how much the similar scale items measure the same construct (DeVellis, 2003). Internal consistency is measured through use of composite reliability (CR). The interpretation of CR is similar to Cronbach's alpha (CA). It has been shown in the Table that all the reliability values are greater than the standard value of 0.70 (Reinartz, Haenlein, & Henseler, 2009; Ringle et al., 2006). This reflects that every construct has high internal consistency. It has been recommended that the value of reliability should be in range of 0.70-0.90, which is considered sufficient (Nunnally & Bernstein, 1994). The value of CR greater than 0.95 is unacceptable and shows that most of the indicator variables are determining the similar phenomenon (Hair, Sarstedt, Hopkins, & G. Kuppelwieser, 2014).

Table 1: Outer loadings

	CSR	FLT	OS	OT	TI	WFD
CSR1	0.909					
CSR10	0.878					
CSR2	0.844					
CSR3	0.903					

CSR4	0.892					
CSR5	0.910					
CSR6	0.855					
CSR7	0.818					
CSR8	0.867					
CSR9	0.880					
FLT1		0.861				
FLT2		0.852				
FLT3		0.820				
FLT4		0.794				
FLT6		0.794				
FLT7		0.817				
OS1			0.934			
OS2			0.905			
OS3			0.892			
OS4			0.902			
OT1				0.854		
OT2				0.889		
OT3				0.863		
OT5				0.904		
TI2					0.894	
TI3					0.901	
TI4					0.882	
TI5					0.913	
TI6					0.883	
WFD1						0.889
WFD2						0.913
WFD4						0.903
WFD5						0.882
WFD6						0.842
T11					0.876	

Convergent and discriminant validity assess the construct validity. The validity of specific items is not ensured through the assessment of loadings and cross-loadings. However, it serves as an important condition for ensuring the convergent validity. When an item reflects highly loaded measure in its own construct, it is considered good indicator. Moreover, when item shows high loading under a different construct, it directs towards some issue. The value of outer model should be greater than 0.50 is regarded acceptable and valid. However, the value of outer model

is considered insufficient when it is less than 0.5. The items with lowest loading should be deleted in order to improve the quality of data. The values of loading of the indicators and constructs are presented in Table. It is revealed that the indicator loadings are high with respect to their own construct. The range of value was 0.749-0.950. It ensures the construct validity in the measurement model.

Table 2: Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
CSR	0.966	0.967	0.971	0.767
FLT	0.906	0.915	0.927	0.678
OS	0.929	0.930	0.950	0.825
OT	0.901	0.903	0.931	0.771
TI	0.948	0.949	0.959	0.795
WFD	0.932	0.935	0.948	0.785

It was suggested by Fornell and Larcker (1981) that average variance extracted (AVE) should be determined and it must have value higher than 0.50. The factor loadings, CR and AVE should be assessed according to (Hair et al., 2011). The values of CR and loadings should be higher than 0.70 and AVE greater than 0.5 for acceptance. The value of AVE as 0.50 reflects that half of the variance is explained by the unobserved variable (Henseler et al., 2009). Convergent validity is determined with discriminant validity. This measures the difference in measurement tools of different constructs. Discriminant validity can be measured in two ways using PLS-SEM approach. The discriminant validity ensures the external consistency of model. When the value of square root of every construct is greater than the value of correlation with any other construct, it confirms discriminant validity (Fornell & Larcker, 1981).

Table 3: Discriminant validity

	CSR	FLT	OS	OT	TI	WFD
CSR	0.976					
FLT	0.720	0.923				
OS	0.683	0.830	0.938			
OT	0.697	0.866	0.917	0.878		
TI	0.920	0.691	0.684	0.676	0.892	
WFD	0.732	0.865	0.894	0.9715	0.680	0.886

When the measurement of model is complete, the structural model can be assessed. It determines the regression assumptions and correlation among the variables. The structural model assessment can be done in five steps (Hair et al., 2014). The first step is to check the collinearity issue. The second step is to find the significance and relevance of associations in the structural model. The third step is to determine the coefficient of regression (R²). The fourth step is to measure the effect size (F²) and final step is predictive relevance (Q²). Moreover, this study has determined the effects of mediation. The following section discusses the structural model assessment in detail.

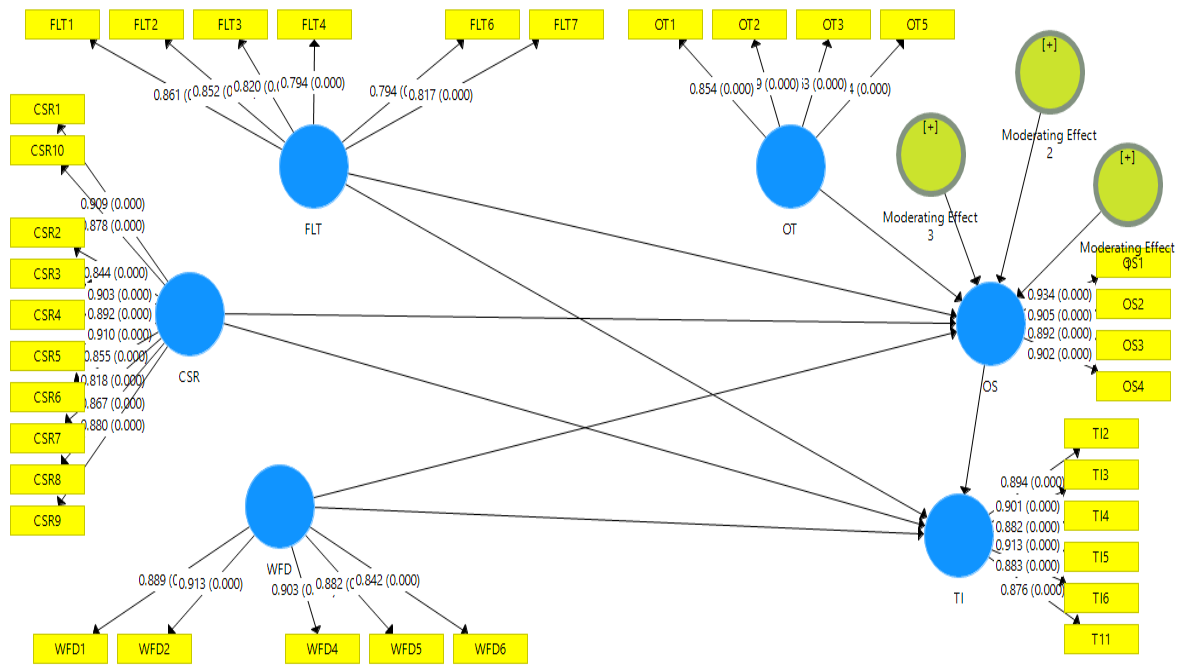


Figure 2: Structural model

Initially, the issues of collinearity are determined. When there is high correlation between the two variables, this refers to collinearity (Hair et al., 2014). All the variables have the standard values of collinearity greater than 0.20 and VIF lower than 5. These are the standard accepted values. The results reveal that there is no issue of multi-collinearity in the data. The tolerance and VIF for all the variables lie in the range of 0.243-0.439 2.278-4.122 respectively.

After the identification of collinearity issues, the next step is to determine the relevance and significance of structural model associations. According to (Hair et al., 2014), the hypothesized relations between the constructs are determined in the assessment of structural model path coefficients. The casual relations are emphasized between the constructs along with their t-values and path coefficients. In PLS-SEM, the path coefficient is similar to the value of standardized beta coefficient used in regression analysis.

Table 4: Direct and Moderation results

	(O)	(M)	(STDEV)	((O/STDEV))	P Values
CSR -> OS	0.038	0.051	0.049	6.778	0.000
CSR -> TI	0.895	0.892	0.042	4.530	0.000
FLT -> OS	0.071	0.074	0.059	5.203	0.000
FLT -> TI	0.063	0.068	0.062	5.016	0.000
Moderating Effect 1 -> OS	0.001	0.004	0.033	4.024	0.000
Moderating Effect 1 -> TI	0.000	0.001	0.009	3.022	0.000
Moderating Effect 2 -> OS	0.008	0.007	0.036	3.222	0.000

Moderating Effect 2 -> TI	0.002	0.002	0.009	4.211	0.000
Moderating Effect 3 -> OS	0.077	0.076	0.046	3.669	0.000
Moderating Effect 3 -> TI	0.019	0.019	0.014	3.367	0.000
OS -> TI	0.242	0.240	0.083	3.928	0.003
OT -> OS	0.529	0.518	0.078	6.772	0.000
OT -> TI	0.128	0.125	0.050	4.577	0.010
WFD -> OS	0.271	0.266	0.087	4.125	0.002
WFD -> TI	0.158	0.158	0.083	3.908	0.000

Using 5000 re-sampling iterations, the t-values were determined through method of bootstrapping. The bootstrapping method was suggested by Hair et al. (2014). It was ensured using the bootstrap samples that every parameter in the model has empirical sampling distribution. Moreover, the standard deviation of the distribution is the proxy for empirical standard error parameter. The critical values in one-tail test were used to determine the level of significance (i.e. 2.33 at 1% significance level, 1.65 at 5% significance level, and 1.28 at 10% significance level).

Table 5: Mediation

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
CSR -> OS -> TI	0.009	0.012	0.013	4.699	0.000
FLT -> OS -> TI	0.017	0.018	0.017	4.035	0.000
OT -> OS -> TI	0.128	0.125	0.050	2.577	0.010
WFD -> OS -> TI	0.066	0.062	0.028	2.342	0.019

The predictive accuracy of the model is determined as coefficient. It is calculated through the square value of correlation among the actual and reflective values of dependent construct. The combined effect of the unobserved dependent and unobserved independent variables is represented by the coefficient (Hair et al., 2014). The value of coefficient of determination lies in the range 0-1. However, there is no standard value set in this range for R2. The value of R2 to be 0.75, 0.5, and 0.25 are regarded as substantial, average and low (Hair et al., 2011; Henseler et al., 2009). The value of R2 is high when a construct is targeted by more paths. Most of the researchers look for parsimoniousness in the model. This means the model is good in defining the low number of independent constructs.

Table 6: R-Square

	R Square
OS	0.860
TI	0.860

V. Conclusion

The study is carried out to exercise the WFD, FWT, and CSR activities as the determinants of OS, which ultimately leads to low TIs. In addition to that, moderating role of trust is tested among the relationship of WFD and OS. Lastly, the OS is examined as a mediator. The current study has employed the SEM-PLS to achieve the research objectives. The study has extended the literature on TI by proving the overall employee satisfaction as mediator between diversity, flexible timings, CSR activities and TI relationship. The findings of the study have provided support to the proposed hypothesis. According to CSR, it is important for organizations to follow the legislation, take initiative voluntary so the wellbeing of employees and their families can be improved and for the society and community as well. The results of the study broached an argument that the organizations having shortage of employees creates bad image if intention to leave is the cause of it. It is the responsibility of HR of the organization to keep such workers satisfied with their jobs. They should identify the factors that can create problems in satisfaction of employees in job. It can be done by healthy environment within the organization, give proper feedback to the workers and distribute the tasks into small responsibilities. When negative and positive feelings of employees are combined, its known as OS. Whereas, when an employee is hired in an organization, he or she bring its desire, needs and experience. The findings of the study will provide support to the policymakers, researchers, and practitioners of the rubber industry of Thailand in understanding the fact that all of the stakeholders are impacted in positive manner by these activities of the organization. By these policies they can retain their employees on long term basis.

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