

The impact of job autonomy and job analysis on turnover intention: An empirical study of the mediating role of continuance commitment

Tran Thi Cuong

National Economics University

ABSTRACT

This study examines the indirect effects of job autonomy and job analysis on turnover intentions through continuance commitment, framed by Social Exchange Theory. A cross-sectional survey was conducted across multiple industries, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results demonstrate that job analysis clarity positively predicts continuance commitment ($\beta = 0.377$), while autonomy shows a slight negative relationship ($\beta = -0.147$). In turn, continuance commitment significantly reduces turnover intentions ($\beta = -0.418$), explaining 17.5% of its variance. These findings suggest that clear job roles strengthen employees' rational investment in the organization, whereas high autonomy may enhance perceptions of external mobility. The study contributes theoretically by extending Social Exchange Theory and Job Characteristics Theory to explain how job design influences not only affective but also calculative forms of commitment. Practically, the findings highlight that organizations can improve retention by providing role clarity and structuring autonomy in ways that develop job-specific expertise and increase employees' perceived value of staying.

Keywords: *continuance commitment, job autonomy, job analysis, turnover intention, Social Exchange Theory*

1. INTRODUCTION

Employee turnover remains a persistent and costly challenge globally and in Vietnam, where labor mobility has been consistently high in recent years. Recent employer-branding surveys in Vietnam report an overall voluntary turnover rate around 23 - 24% across the market, and even higher in key sectors such as manufacturing, where turnover can reach about 30%, indicating a particularly acute retention problem in large-emplying industries [1]. Such levels of churn create substantial replacement and training costs, weaken organizational knowledge continuity, and pressure firms to identify more sustainable retention mechanisms. In this context, beyond emotional attachment, organizations increasingly need to understand rational retention drivers-why employees stay when the perceived costs of leaving are high. Therefore, examining continuance commitment as a cost-benefit-based retention mechanism is timely and practically important.

Employee turnover is a persistent challenge across sectors. While affective commitment has traditionally received focus, recent research underscores the underappreciated yet crucial role of continuance commitment - where employees stay

because the perceived costs of leaving are high. Job design factors such as autonomy and role clarity not only enhance job satisfaction but also strengthen continuance commitment, thereby discouraging turnover. For instance, autonomy significantly predicts higher commitment and lower turnover intention by empowering employees and increasing psychological ownership [2]. Clarity in role expectations also reduces ambiguity and improves organizational commitment among professionals like faculty and telecom workers. In healthcare and education settings, continuance commitment was strongly associated with retention, especially where external job alternatives are limited or family obligations are pressing [3, 4]. These findings collectively support the strategic value of enhancing role design and perceived costs of exit to effectively mitigate employee turnover.

While the existing literature extensively explores emotional and attitudinal predictors of employee retention - such as job satisfaction, affective commitment, and engagement - it offers comparatively limited insight into the rational, calculative dimension of organizational attachment, namely continuance commitment. This form of

Corresponding author: Tran Thi Cuong

Email: tranthicuonghr@gmail.com

commitment, which reflects an individual's assessment of the costs associated with leaving an organization, has been underutilized in theoretical development and empirical testing [3].

Despite extensive research on turnover intention, two gaps remain unresolved. First, the dominant explanations rely on affective routes - such as job satisfaction, engagement, and affective commitment - while continuance commitment (the perceived cost of leaving) has received less systematic attention, especially in emerging economies where rational cost-benefit considerations often drive labor mobility. Second, job design factors like autonomy and job analysis clarity are usually treated as antecedents of satisfaction or affective commitment, which leaves unclear whether and how they shape turnover intention through a calculative commitment pathway. Consequently, the literature lacks a clear account of how job design builds - or potentially weakens - employees' perceived exit costs. Addressing these shortcomings, the present study integrates Job Characteristics Theory and Social Exchange Theory to test continuance commitment as a mediating mechanism linking autonomy and job analysis clarity to turnover intention in Vietnam. This contributes original evidence on a neglected commitment pathway and clarifies why the same job-design feature can simultaneously empower employees yet alter their cost-based attachment to the organization.

Research objective: This study aims to investigate the indirect effect of job autonomy and job clarity on turnover intentions, mediated by continuance commitment, within the framework of Social Exchange Theory (SET), with specific objectives:

RO1. Examine the effects of autonomy and job analysis clarity on continuance commitment.

RO2. Test the effect of continuance commitment on turnover intention.

RO3. Assess the impact of continuance commitment on turnover intention.

By doing so, the research seeks to extend the understanding of how rational cost-benefit evaluations rooted in job structure influence employees' decisions to stay, offering a complementary perspective to existing affective-based retention models.

The research focuses on three key questions:

RQ1. To what extent do autonomy and job analysis

clarity enhance continuance commitment?

RQ2. Does continuance commitment negatively predict turnover intentions?

RQ3. Does continuance commitment affect turnover intentions?

2. LITERATURE REVIEW AND METHODOLOGY

2.1. Literature review

2.1.1. Social exchange theory

Social Exchange Theory (SET), introduced by Blau [5], explains that human relationships, particularly within organizations, are based on mutual exchanges of valuable resources. These resources can be tangible, like salary and job security, or intangible, such as respect, autonomy, and trust. In the workplace, when organizations offer positive conditions - such as allowing employees job autonomy (freedom to make decisions) and job clarity (clear roles and expectations) - employees recognize these as important benefits.

SET suggests that such positive exchanges create a feeling of mutual obligation. Employees, in turn, feel motivated to stay loyal and contribute to the organization as a way of reciprocating. Moreover, when employees see the costs of leaving - like losing benefits, seniority, or job stability - as significant, this strengthens their continuance commitment, meaning they remain attached to the organization based on a rational calculation.

Therefore, continuance commitment is not merely a passive response to sunk costs. Instead, it reflects a thoughtful, ongoing evaluation of the exchanges between employee and employer, considering both the economic and psychological impacts of leaving. SET thus offers a valuable framework for understanding how specific job characteristics influence employee attachment.

2.1.2. Job characteristics

Job characteristics such as autonomy and job analysis play a foundational role in shaping positive employee outcomes like engagement, performance, and organizational commitment. Autonomy - defined as the freedom to make decisions and control one's work - has consistently been shown to increase intrinsic motivation and employee engagement. It empowers individuals to feel a sense of ownership and investment in their tasks, which in turn boosts their enthusiasm, creativity, and performance [6 - 8]. Similarly, clarity in job analysis - clearly defined roles, expectations, and responsibilities - reduces ambiguity, enabling

employees to accumulate job-specific knowledge and confidently perform their tasks. Although specific studies on “job analysis” are less frequent than autonomy, it is often embedded within broader constructs such as role clarity and job resources, which have also been linked to improved engagement and performance [9, 10]. Collectively, these job characteristics foster an environment that supports employee investment, reduces stress, and cultivates high levels of motivation and output.

2.1.3. Relationship between autonomy and continuance commitment

Continuance commitment, as described by Meyer and Allen [11], represents an employee's calculated attachment to an organization based on the perceived costs of leaving, such as loss of benefits, tenure, and accumulated job-specific skills. Unlike affective commitment, which is driven by emotional attachment, continuance commitment is more about rational cost-benefit analyses.

The relationship between job autonomy and continuance commitment is multifaceted. While job autonomy is strongly linked to affective commitment by enhancing employees' emotional connection and satisfaction, its effect on continuance commitment is more complex. Some research indicates that high autonomy can actually reduce continuance commitment because employees with greater freedom and responsibility may perceive more alternative employment opportunities and feel more confident about their external mobility, making them less likely to feel “trapped” in their current role for instrumental reasons [12]. In this context, autonomy potentially diminishes the “cost of leaving” calculation.

However, other studies reveal that autonomy might indirectly bolster continuance commitment, particularly when it helps employees develop unique, role-specific expertise and accumulate organizational investments that would be forfeited by departure - a pattern observed notably among long-tenured employees [11]. In such cases, employees are reluctant to lose these specialized resources and knowledge, thereby heightening continuance commitment.

Importantly, empirical evidence consistently shows that continuance commitment, unlike affective or normative commitment, is typically unrelated or even negatively correlated with positive work outcomes like job performance, engagement, and organizational citizenship behaviors. This reinforces

the idea that while continuance commitment may prevent turnover, it does not actively foster higher motivation or performance.

Hypothesis H1: Autonomy has an impact on continuance commitment.

2.1.4. Relationship between job analysis and continuance commitment

According to Meyer and Allen's [11] three-component model, continuance commitment reflects an employee's awareness of the costs related to leaving the organization, such as loss of job-specific skills, tenure-based benefits, and other investments. This form of commitment is largely calculative and instrumental, focusing on the economic and social consequences of exit [11].

Regarding job analysis - defined as a clear understanding of one's roles, responsibilities, and expectations - its influence is more strongly linked to affective commitment (emotional attachment) than to continuance commitment. Research shows that role clarity reduces role ambiguity and enhances employee satisfaction and engagement, which supports affective commitment, but it has minimal or non-significant effects on continuance commitment. For instance, Karim and Noor [13] found that role clarity significantly predicted affective commitment but not continuance commitment; similarly, Meyer et al. [14] reported that continuance commitment tends to be unrelated or even negatively related to positive job characteristics like satisfaction and clarity.

This distinction follows from the nature of continuance commitment being grounded in a cost-benefit analysis, rather than in positive emotions or clarity. While job clarity fosters better understanding and engagement, it does not by itself increase the perceived costs of leaving, which drive continuance commitment. Instead, continuance commitment is influenced by factors such as lost benefits, tenure, and specialized skills acquired [11, 12].

Additional validation studies have confirmed the general structure and distinctions of Meyer and Allen's three components of commitment, including continuance commitment's unique relations to antecedents and outcomes (e.g., commitment relates differently to turnover intentions and job performance) [11]. For example, continuance commitment often shows weaker or no positive correlation with job performance or engagement compared to affective commitment, which is more motivational and adaptive.

Hypothesis H2: Job analysis clarity has an impact on continuance commitment.

2.1.5. Relationship between continuance commitment and turnover intentions

Continuance commitment, as defined by Meyer and Allen [11], reflects an employee's decision to stay in an organization based on the perceived costs of leaving, such as loss of tenure, financial benefits, or career investments. Its relationship with turnover intention is complex and somewhat inconsistent across studies. Several studies confirm that continuance commitment is negatively related to turnover intention, meaning employees with high continuance commitment are less likely to consider quitting due to the high perceived cost of leaving [5, 14]. However, this effect tends to be weaker compared to the influence of affective or normative commitment on turnover intentions. For example, affective commitment (emotional attachment) is

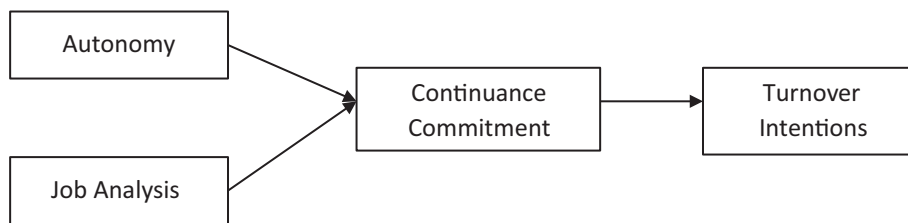


Figure 1. Proposed framework

2.2. Methodology

2.2.1. Research design

This study adopts a cross-sectional, quantitative research design, aiming to examine the relationships between job characteristics (autonomy and job analysis), continuance commitment, and turnover intentions at a single point in time. Data is collected through structured questionnaires to capture participants' perceptions and experiences regarding their workplace environment and organizational commitment.

To analyze the data and test the proposed hypotheses, the study employs Structural Equation Modeling using Partial Least Squares (PLS-SEM). PLS-SEM is suitable for exploratory research, especially when the theoretical model is complex or when the study includes latent constructs measured through multiple indicators. It allows for simultaneous analysis of multiple dependent relationships and is robust even with smaller sample sizes and non-normally distributed data, making it an appropriate choice for this study.

2.2.2. Sample

The target population for this study comprises

typically the strongest predictor of staying, while continuance commitment may prevent leaving but not enhance engagement or job satisfaction. Additionally, Wang (2007) found that continuance commitment did not significantly predict turnover intention among university staff in China, suggesting cultural or contextual differences in its impact [15].

Hypothesis H3: Continuance commitment has an impact on turnover intentions.

2.1.6. Conceptual model

From the above arguments, this study focuses on testing the model with the following hypotheses:

Hypothesis H1: Autonomy has an impact on continuance commitment.

Hypothesis H1: Autonomy has an impact on continuance commitment.

Hypothesis H3: Continuance commitment has an impact on turnover intentions.

employees from diverse industries and job levels, ensuring a broad representation of organizational contexts and work experiences. This diversity enhances the generalizability of the findings across different sectors and hierarchical positions. Data will be collected through a self-administered survey, which may be distributed in either online or paper-based format, depending on participants' accessibility and preference. This mixed-mode approach increases response flexibility and inclusivity. To ensure adequate statistical power for PLS-SEM analysis, the study aims for a minimum sample size of 200 respondents, which meets the commonly recommended threshold for models with multiple constructs and indicators.

This study primarily uses quantitative approaches, such as demographic and Likert-scale statement surveys, to fully capture factors with who work in businesses in Vietnam. The questionnaire is designed based on five rating levels, including "strongly agree", "agree", "neutral", "disagree", and "strongly disagree". These rating levels were utilized to facilitate respondents in providing feedback conveniently.

A convenience sampling approach was employed to

recruit participants from multiple industries in Vietnam. The target population consisted of working individuals who were currently employed in organizations and had direct experience with their job design and task requirements. To ensure that respondents were suitable for the study, two screening criteria were applied: (1) participants had to be at least 18 years old, and (2) they had to be working either full-time or on a formal internship/contract basis at the time of the survey.

In total, 262 questionnaires were returned. After the initial screening and data-cleaning process, 12

responses were removed due to invalid patterns, including substantial missing values, straight-lining behavior (selecting the same scale point for nearly all items), and inconsistent answers in control questions. The final valid sample therefore, comprised 250 respondents, yielding a usable response rate of 95.42%. This sample size is adequate for PLS-SEM analysis, exceeding the commonly recommended "10-times rule" for models with three structural paths directed at the most complex endogenous construct, and providing sufficient statistical power to test both direct and mediating effects (Table 1).

Table 1. Demographics statistics

No	Item	Frequency (N = 250)	Percentage (Total = 100%)
Age	18-20 years (2003 - 2005)	162	64.8
	21-25 years (1998 - 2002)	88	35.2
Work position	Intern (less than 1 year of experience)	169	67.6
	Employee (1 - 3 years of experience)	34	13.6
	Specialist (3 - 5 years of experience)	45	18.0
	Manager (5 - 10 years of experience)	2	0.8
Gender	Male	178	71.2
	Female	72	28.8
	Other	0	0.0
Company size	Micro Enterprise (less than 10 employees)	22	8.8
	Small Enterprise (10 to 50 employees)	140	56.0
	Medium Enterprise (50 to 200 employees)	67	26.8
	Large Enterprise (over 200 employees)	21	8.4
Region	Central Region	178	71.2
	Northern Region	71	28.4
	Southern Region	1	0.4
Marital status	Single	178	71.2
	Married	70	28.0
	Divorced	2	0.8
Education	Intermediate, College	12	4.8
	University	234	93.6
	Postgraduate	4	1.6
Information technology skills	Basic	210	84.0
	Advanced	35	14.0
	Expert	5	2.0
Tenure	Less than three months	24	9.6
	Three to six months	113	45.2
	Six to twelve months	67	26.8
	One to three years	23	9.2
	More than three years	23	9.2

3. RESULTS

3.1. Measurement model

All constructs were modeled as reflective and

measured using established multi-item scales on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Job autonomy was adapted from

prior Job Characteristics research (e.g., autonomy items capturing decision freedom and work scheduling). Job analysis clarity (role clarity) was measured through items assessing clarity of responsibilities and performance expectations. Continuance commitment used Meyer and Allen's

cost-based commitment items, reflecting perceived losses associated with leaving. Turnover intention was measured using widely applied intention-to-quit items (e.g., thoughts of quitting, active search). Items were translated into Vietnamese and back-translated to ensure semantic equivalence.

Table 2. Construct reliability and validity metrics

	Cronbach's alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
AT	0.719	0.776	0.831	0.625
CC	0.921	0.923	0.944	0.809
JAN	0.824	0.847	0.874	0.582
TI	0.836	0.924	0.894	0.739

Table 2 presents the construct reliability and validity metrics for the four latent variables used in the study: Autonomy (AT), Continuance Commitment (CC), Job Analysis (JAN), and Turnover Intentions (TI). All constructs demonstrate acceptable levels of internal consistency reliability, with Cronbach's alpha values exceeding the threshold of 0.70, indicating reliable scale measurement. Similarly, rho_A and Composite Reliability values for each construct are well above the recommended 0.70 benchmark, further confirming reliability. In terms

of convergent validity, all constructs exhibit Average Variance Extracted (AVE) values above 0.50, signifying that a substantial proportion of variance is explained by the indicators of each construct. Among these, Continuance Commitment (CC) shows the highest reliability and validity scores (e.g., Cronbach's alpha = 0.921; AVE = 0.809), indicating particularly strong measurement quality. Overall, the results confirm that the measurement model is both reliable and valid for subsequent structural analysis.

Table 3. Heterotrait-monotrait ratio (HTMT) for discriminant validity

	AT	CC	JAN	TI
AT				
CC	0.200			
JAN	0.125	0.419		
TI	0.433	0.424	0.177	

Table 3 reports the Heterotrait-Monotrait ratio (HTMT) to assess discriminant validity among the latent constructs. HTMT compares the correlations between indicators of different constructs (heterotrait-heteromethod) with correlations of indicators within the same construct (monotrait-heteromethod), and it is considered a more sensitive criterion than Fornell-Larcker for detecting lack of

discriminant validity. In this study, all HTMT values between AT, CC, JAN, and TI are below the recommended threshold of 0.85 (or the more lenient 0.90), indicating that each construct is empirically distinct and captures a unique aspect of the model. Therefore, discriminant validity is established, and the structural relationships can be interpreted without concern that constructs overlap excessively.

3.2. Structural model

Table 4. Model fit indices

Criteria	Saturated model	Estimated model
SRMR	0.076	0.090
d_ULS	0.701	0.974
d_G	0.252	0.270
Chi-square	375.688	393.828
NFI	0.801	0.792

Table 4 presents the model fit indices for both the saturated and estimated models, providing evidence for the adequacy of the structural model in PLS-SEM. The SRMR values are 0.076 (saturated) and 0.090 (estimated), both falling below the acceptable threshold of 0.10, indicating a good fit between the observed and predicted data. The discrepancy indices d_{ULS} (0.701 and 0.974) and d_G (0.252 and 0.270) are within acceptable ranges,

suggesting no significant model misspecification. Although the Chi-square values are relatively high (375.688 and 393.828), this metric is less critical in PLS-SEM due to its sensitivity to sample size. The NFI values of 0.801 (saturated) and 0.792 (estimated) are close to the recommended cutoff of 0.80, reflecting an acceptable level of model fit. Overall, these results support the adequacy of the structural model for hypothesis testing.

3.3. Results

Table 5. Bootstrapping results for structural model path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
AT -> CC	-0.147	-0.158	0.045	3.235	0.001
CC -> TI	-0.418	-0.424	0.043	9.795	0.000
JAN -> CC	0.377	0.379	0.045	8.471	0.000

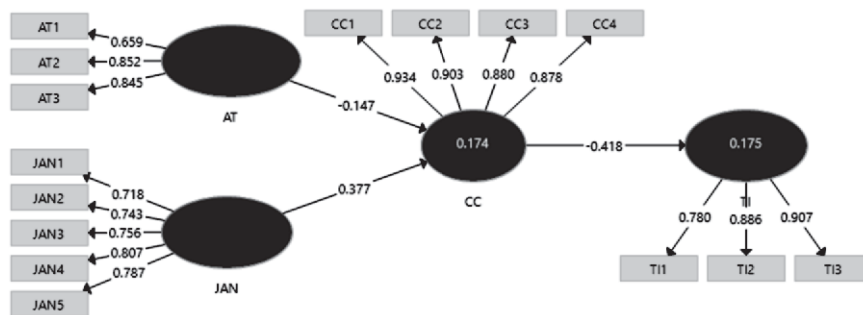


Figure 2. Regression result

The diagram illustrates the structural model showing the relationships among Autonomy (AT), Job Analysis (JAN), Continuance Commitment (CC), and Turnover Intention (TI). The results indicate that Autonomy has a slightly negative effect on Continuance Commitment ($\beta = -0.147$), suggesting that employees with greater autonomy may feel less dependent on the organization due to increased confidence in external opportunities. In contrast, Job Analysis has a stronger positive effect on Continuance Commitment ($\beta = 0.377$), indicating that clear job roles and expectations enhance employees' sense of investment in the organization. Additionally, Continuance Commitment negatively influences Turnover Intention ($\beta = -0.418$), meaning that employees who perceive higher costs of leaving are less likely to consider quitting. The model explains 17.4% of the variance in Continuance Commitment and 17.5% in Turnover Intention, reflecting a moderate level of explanatory power.

autonomy showed a slight negative effect on continuance commitment ($\beta = -0.147$). This finding suggests that employees who enjoy greater autonomy may perceive higher external job opportunities and thus feel less “locked in,” reducing their calculative attachment to the organization. In other words, autonomy can empower individuals but simultaneously lower the perceived costs of leaving because they feel more confident in their marketability.

In contrast, H2 was supported, indicating that job analysis clarity positively predicts continuance commitment ($\beta = 0.377$). This result underscores the importance of clear role definitions: When employees understand their responsibilities and performance expectations, they develop role-specific expertise and recognize that leaving the organization would result in losing these accumulated investments, thereby increasing their continuance commitment.

Finally, H3 was supported, showing that continuance commitment negatively predicts turnover intentions ($\beta = -0.418$). This aligns with Social Exchange Theory, as employees who perceive higher costs of leaving (financial, professional, or

social) are less likely to contemplate quitting.

4. DISCUSSION

4.1. Theoretical contributions

This study makes several important theoretical contributions by re-examining continuance commitment through the lenses of Social Exchange Theory (SET) and Job Characteristics Theory.

First, the finding on the autonomy-continuance commitment relationship diverges from the dominant view in prior job design research that autonomy is uniformly beneficial for organizational attachment. Grounded in Job Characteristics Theory, many studies report that autonomy strengthens positive work attitudes and commitment - particularly affective commitment - because it enhances intrinsic motivation, perceived control, and psychological ownership [6 - 8]. From this perspective, autonomy empowers employees and deepens emotional connection to the organization. However, the present study does not replicate this positive pattern for continuance commitment. Instead, autonomy shows a small but significant negative association with continuance commitment, supporting the argument that autonomy may increase employees' perceived external mobility and alternatives, thereby reducing the perceived cost of leaving [13]. At the same time, earlier work suggests autonomy could increase continuance commitment when it fosters firm-specific investments that employees would lose upon leaving [14]. By reconciling these two streams, this study contributes a dimension-specific refinement: autonomy may enhance affective "want-to-stay" attachment as prior studies suggest, yet weaken calculative "cost-based" attachment when employees feel more transferable and less constrained. This nuance - autonomy's differentiated effects across commitment components - has been underemphasized in earlier literature.

Second, the supported positive effect of job analysis clarity on continuance commitment is broadly consistent with role clarity research, which shows that clear expectations reduce ambiguity, enhance confidence in task execution, and strengthen commitment. Yet, much of the prior literature indicates that role clarity tends to predict affective commitment more strongly, while its influence on continuance commitment is often weak or non-significant [12, 14]. The present study extends this line of work by interpreting continuance commitment through Social Exchange Theory as a

rational investment mechanism. Continuance commitment reflects employees' awareness of what they would lose by leaving - such as accumulated role-specific knowledge, tenure-based benefits, and organizational investments [11, 16]. When job analysis clarity is high, employees can more easily accumulate specialized expertise and perceive their roles as valuable and costly to replace, thereby increasing the calculative cost of exit. Thus, this study advances prior role clarity findings by demonstrating that clarity strengthens not only emotional attachment but also cost-benefit-based continuance commitment, especially within the Vietnamese multi-industry context.

Third, the negative relationship between continuance commitment and turnover intention reinforces classic commitment-turnover models and aligns with earlier empirical and meta-analytic evidence that higher switching costs reduce employees' intentions to leave [14, 17]. Nevertheless, prior studies also highlight that this relationship can be context-dependent; for example, Wang (2007) reported a non-significant link in a Chinese university setting, implying boundary conditions tied to sectoral or cultural factors [15]. Moreover, continuance commitment has often been stigmatized as an undesirable form of attachment, associated with staying out of necessity and sometimes linked to weaker performance or engagement compared with affective commitment [17]. The present results offer a more nuanced implication. When considered alongside H1 and H2, continuance commitment in this model is not purely coercive or fear-based; rather, it can be shaped by constructive job features such as role clarity. This challenges the simplistic dichotomy between "wanting to stay" (affective commitment) and "needing to stay" (continuance commitment) and suggests that employees may rationally choose to remain because they perceive long-term investments and benefits in their roles, not solely because they feel trapped.

4.2. Practical implications

The findings of this study offer several actionable insights for human resource management and organizational practice. First, HR strategies should move beyond using autonomy and job clarity solely as tools to enhance job satisfaction or engagement. Instead, these job design elements should be intentionally structured to foster meaningful psychological and skill-based investments that translate into stronger continuance commitment.

Practically, this means that autonomy should not be “free-floating,” but embedded in roles where decision rights are tied to the development of organization-specific expertise (e.g., control over workflow decisions that require mastery of the firm's internal systems, clients, or production routines). Likewise, job analysis clarity should go beyond generic job descriptions by specifying measurable task boundaries, inter-role dependencies, and success standards, reinforced through structured onboarding, role-expectation check-ins, and periodic task audits. When employees are given autonomy to make decisions within clearly defined role architectures, they are more likely to accumulate role-specific know-how, internal networks, and credibility that are harder to transfer elsewhere. This increases perceived personal investment and exit costs (e.g., loss of accumulated firm-specific skill, internal status, or career momentum), making turnover intention less attractive.

Second, the study underscores that continuance commitment can be a legitimate and positive form of retention, particularly when it is built through supportive, non-coercive job design rather than fear-based mechanisms (such as job insecurity or punitive contracts). Instead of treating continuance commitment as a “second-best” alternative to affective commitment, organizations can strategically cultivate it by increasing the perceived benefits of staying through transparent internal career ladders, skill-deepening programs, and recognition systems that reward firm-specific contributions. For example, HR can pair autonomy with mentoring tracks, internal certifications, or project ownership that builds portable confidence but primarily strengthens internal career value;

similarly, role clarity can be linked to promotion criteria so employees see a predictable growth trajectory contingent on staying. Recognition practices should emphasize employees' unique organizational mastery (e.g., expertise in proprietary processes, key client handling, or internal problem-solving leadership), reinforcing the idea that continued tenure yields increasing returns. In this way, retention becomes a balanced system of rational, emotional, and structural attachment: autonomy and clarity help employees want to stay by making work meaningful, and simultaneously choose to stay because leaving entails visible opportunity costs. Over time, this dual pathway enables organizations to build a more resilient workforce - one that is committed not only through emotion, but also through credible long-term value embedded in the job itself.

5. CONCLUSION

The findings indicate that autonomy and job analysis clarity positively influence continuance commitment, which in turn reduces turnover intentions. This highlights the importance of thoughtful job design not only in promoting satisfaction and motivation but also in cultivating rational investment and psychological attachment to the organization. When employees feel empowered and clearly understand their roles, they are more likely to recognize the personal value of staying, making departure less desirable. Thus, by designing jobs that support both emotional (affective commitment) and rational (continuance commitment) forms of attachment, organizations can strengthen retention and build a more resilient and committed workforce.

REFERENCES

- [1] Vietnam News (2023), Retrieved on November 2025, [Online], Available: <https://vietnamnews.vn/society/1549437/employees-in-manufacturing-industry-experience-high-stress-levels-survey.html>
- [2] Zaheer, M., Raza, M., Manzoor, M., & Raja, U., “Is role clarity and workplace autonomy the key dilemma for multinational telecommunication organizations in developing countries?,” *Upravlenets*, 2024. DOI: 10.29141/2218-5003-2024-15-2-4.
- [3] Ndambuki, S., Kilungu, M., Sasaka, P., & Idua, M., “Influence of Passive Continuance Commitment on Turnover Intentions among Health Professionals of National Referral Hospitals in Kenya,” *Strategic Journal of Business & Change Management*, 2023. DOI: 10.61426/sjbcv.v10i1.2544.
- [4] Sangkong, M., Kumar, P., & S, R., “Examining the Relationship between Job Satisfaction, Organization Commitment, and Turnover Intention Among Nurses in Malaysia,” *International Journal of Academic Research in Business and Social Sciences*, 2024. DOI: 10.6007/ijarbss/v14-i1/19927.
- [5] Blau, P. M., “Justice in social exchange,” *Sociological inquiry*, 34,2, 2024.
- [6] Malinowska, D., Tokarz, A., & Wardzichowska, A., “Job autonomy in relation to work engagement and workaholism: Mediation of autonomous and controlled work motivation,” *International journal of occupational medicine and environmental health*, 31, 4, p. 445-458,

2018. DOI: 10.13075/ijomeh.1896.01197.

[7] Juyumaya, J., Torres-Ochoa, C., & Rojas, G., "Boosting job performance: the impact of autonomy, engagement and age," *Revista de Gestão*, 2024. DOI: 10.1108/rege-09-2023-0108.

[8] García-Merino, J. C., Calvo-Jurado, C., Martínez-Pañeda, E., & García-Macías, E., "Multielement polynomial chaos Kriging-based metamodelling for Bayesian inference of non-smooth systems," *Applied Mathematical Modelling*, 116, pp. 510-531, 2023.

[9] Amoo, A., "Developing measures to improve employee engagement in public Technical Vocational and Educational Training (TVET) colleges in Gauteng Province, South Africa: an investigation of antecedent and outcome variables," 2021. DOI: 10.51415/10321/4217.

[10] Menguc, B., Auh, S., Fisher, M., & Haddad, A., "To be engaged or not to be engaged: The antecedents and consequences of service employee engagement," *Journal of Business Research*, 66, PP. 2163-2170, 2013. DOI: 10.1016/J.JBUSRES.2012.01.007.

[11] Meyer, J. P., & Allen, N. J., "A three-component conceptualization of organizational commitment," *Human resource management review*, 1, 1, pp. 61-89, 1991.

[12] Karim, N. H. A., & Noor, N. H. N. M., "Investigating the Correlates and Predictors of Affective and Continuance Organizational Commitment: A Cross-sectional Survey of Malaysian Academic Librarians," 2007.

[13] Rodríguez-Meirinhos, A., Vansteenkiste, M., Soenens, B., Oliva, A., Brenning, K., & Antolín-Suárez, L., "When is parental monitoring effective? A person-centered analysis of the role of autonomy-supportive and psychologically controlling parenting in referred and non-referred adolescents," *Journal of Youth and Adolescence*, 49, 1, 352-368, 2020.

[14] Meyer, J., Stanley, D., Herscovitch, L., & Topolnytsky, L. Affective, "Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences," *Journal of Vocational Behavior*, 61, pp. 20-52, 2002. DOI: 10.1006/JVBE.2001.1842.

[15] Wang, P., & Walumbwa, F. O., "Family-friendly programs, organizational commitment, and work withdrawal: the moderating role of transformational leadership," *Personnel Psychology*, 60, 2, pp. 397-427, 2007.

[16] Meyer, J. P., Allen, N. J., & Gellatly, I. R., "Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations," *Journal of applied psychology*, 75, 6, pp. 710, 1990.

[17] Hackett, R. D., Bycio, P., & Hausdorf, P. A., "Further assessments of Meyer and Allen's (1991) three-component model of organizational commitment," *Journal of Applied Psychology*, 79, 1, pp. 15-23, 1994. DOI: 10.1037/0021-9010.79.1.15

Ảnh hưởng của quyền tự chủ và phân tích công việc đến ý định nghỉ việc: Vai trò trung gian của cam kết gắn bó

Trần Thị Cương

ABSTRACT

Nghiên cứu này phân tích tác động gián tiếp của quyền tự chủ trong công việc và phân tích công việc đến ý định nghỉ việc thông qua cam kết duy trì, dựa trên Lý thuyết trao đổi xã hội. Dữ liệu được thu thập bằng khảo sát cắt ngang trên nhiều ngành nghề và phân tích bằng mô hình phương trình cấu trúc PLS-SEM. Kết quả cho thấy phân tích công việc rõ ràng làm tăng cam kết duy trì ($\beta = 0.377$), trong khi quyền tự chủ có tác động âm nhẹ ($\beta = -0.147$). Cam kết duy trì có vai trò quan trọng trong việc giảm ý định nghỉ việc ($\beta = -0.418$), giải thích 17.5% sự biến thiên của biến này. Điều này cho thấy việc xác định rõ vai trò công việc giúp nhân viên củng cố quyết định ở lại tổ chức, còn mức tự chủ cao có thể làm tăng cảm nhận về cơ hội nghề nghiệp bên ngoài. Về lý thuyết, nghiên cứu mở rộng Lý thuyết trao đổi xã hội và đặc điểm công việc, làm rõ tác động của thiết kế công việc đến cả cam kết cảm xúc và tính toán. Về thực tiễn, kết quả gợi ý tổ chức nên tăng sự rõ ràng của mô tả công việc và thiết kế quyền tự chủ hợp lý để phát triển kỹ năng và nâng cao giá trị cảm nhận khi ở lại.

Keywords: cam kết duy trì, quyền tự chủ trong công việc, phân tích công việc, ý định nghỉ việc, lý thuyết trao đổi xã hội

Received: 31/8/2025

Revised: 30/11/2025

Accepted for publication: 6/12/2025