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Master of Science in Engineering

**Charismatic Leadership Style and
Turnover Intention of High-
performance Construction
Professionals**

February, 2022

Department of Architecture & Architectural Engineering

The Graduate School

Seoul National University

Wang Wenyu

**Charismatic Leadership Style and Turnover
Intention of High-performance Construction
Professionals**

by

Wang Wenyu

**A thesis submitted in partial fulfillment
of the requirements for the degree of
Master of Science in Engineering**

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2022

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February, 2022

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이 논문을 공학석사 학위논문으로 제출함

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Abstract

Voluntary employee turnover is among the most widely discussed drawback that tends to have adverse effects on construction organizations. This is since the construction sector is dynamic and unstable, and its workers are frequently relocated and work long and irregular hours. Because individuals have varying levels of knowledge, skills, and talents that affect performance and differentiate organizational contributions, not all voluntary turnover has the same impact on the organization. Although job satisfaction, rewards, and charismatic leadership have been empirically proven to be predictors of turnover intention, previous studies have not taken into account differences in employee performance, leaving a gap in understanding how this antecedent affects the intention of high-performing employees to leave. This study aimed to determine the relationship between rewards, charismatic leadership, employee job satisfaction, and turnover intention of construction high performers. Through the 431 online, web-based questionnaires collected, the current research used SPSS26.0 statistical tools to analyze the data systematically. The conclusions are as follows:

First, there is a distinction between high-performing and non-high-performing construction professionals in terms of financial rewards, financial incentives, turnover intention, job happiness, and the charismatic leadership of their supervisor.

Second, there is a significant correlation between job satisfaction, financial rewards, and turnover intention for construction high performers. But no significant correlation between non-financial rewards, charismatic leadership, and turnover intention. And Charismatic leadership moderates the relationship between high-performance construction professionals' job satisfaction and turnover intention.

Third, for construction non-high performers, there is a significant correlation between job satisfaction, charismatic leadership, and turnover

intention. But no significant correlation between non-financial rewards, financial rewards, and turnover intention.

Because of the strong correlations between the variables, this study can help firms improve their employee retention capacities. Moreover, the findings can be used as a guide for developing retention strategies and inform future researchers on how the examined variables impact construction high performers' decision to quit.

Keyword : charismatic leadership, job satisfaction, turnover intention, financial rewards, non-financial rewards

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1 Introduction

1.1 Research Background

Since 1980, the concept of a team has been put forward and widely recognized. It is found that team mode can make up for the deficiency of traditional individual working ability. Just like the barrel theory put forward by Peter, the water volume of the barrel is determined by the shortest board rather than the longest one. Compared with individuals, team modes can complement each other to improve work efficiency; The division of resources can be reasonably maximized to produce the effect of $1+1 > 2$. A team is a group of people who share their good fortune and risk to attain the goal of the team's innovative performance through mutual trust and tacit cooperation. Members of the team acknowledge that they belong to the team, and people outside the team also recognize these individuals as members of the team (Kulik, Oldham, & Hackman, 1987)

More and more examples illustrate that charisma can influence subordinates and drive team members to achieve business goals in high-performance teams. Although they are in different periods and fields, they all lead the team to success with their charm and leadership style. For example, The famous World War II general George Patton (Patton), THE American oil tycoon T Boone Pickens (T Boone Pickens), the Apple founder Steve Jobs (Steve Jobs), and so on. House (1977) classified such leaders as charismatic leaders. He believed that charismatic leaders have strong self-confidence, can set up a successful and competent image for their subordinates, inspire them with their example, make them trust the leader's views and decisions, and willingly obey the leader (House, 1976).

According to the "2016 Employee Dismissal Rate Survey Report of Chinese Enterprises," the employee dismissal rate of Chinese enterprises has been increasing over the last three years, and the employee dismissal rate of some industries has far exceeded the GDP growth rate, with no signs of slowing or

deterioration. This will undoubtedly increase the cost of human resources and affect the stability of the enterprise structure. Especially the construction industry affects a nation's economic growth. The industry provides employment opportunities to skilled and semi-skilled unskilled people. More than 10 million people work in the construction industry in the United States (U.S. Bureau of Labor Statistics, 2018). According to the U.S. Bureau of Labor Statistics (2019), the construction industry has higher projected growth in the coming years. Yet, the unemployment among construction workers remains higher than the national average unemployment. In early 2018, approximately 160,000 construction professionals in the construction industry willingly left the U.S. labor workforce (U.S. Bureau of Labor Statistics, 2018). Though average construction managers make more than \$100,000 annually, the turnover rate is high (U.S. Bureau of Labor Statistics, 2018). The retention of construction workers remains a topic of exploration among scholars (Ayodele, Chang-Richards, & González, 2020).

Employee turnover is giving nightmares to HR managers around the world. An accepted reason is that employees have developed bad attitudes due to the labor shortage (Khatri, Fern, & Budhwar, 2001). Fortunately, we can identify over 1,000 associated studies on this subject and continue to the present. Researchers are not neglecting the issue.

However, research on the effect on the construction industry is lacking. As a result of the construction industry's very hazardous and stressful job conditions, employee turnover has long been a major concern around the world. Employee turnover is one of the most extensively discussed issues that harm construction companies (Chow et al. 2015). This is because the construction industry is dynamic and uncertain, and its employees often experience frequent relocation and long and irregular work hours.

Many studies have indicated that job satisfaction serves as a significant antecedent to turnover intention. Previous studies have discovered that job dissatisfaction is associated with negative behavioral outcomes such as absenteeism, workplace accidents, and labor turnover (Griffeth, Hom, &

Gaertner, 2000); (Sousa-Poza & Sousa-Poza, 2007). Moreover, (Currall, Towler, Judge, & Kohn, 2005) discovered that pay satisfaction is favorably associated with performance and negatively related to employee turnover intention (Currall, Towler, Judge, & Kohn, 2005). Similarly, another Davis study (Davis, 2006) found that work satisfaction, in general, is highly and negatively related to the intention to leave. The greatest predictor of turnover intention has been scientifically demonstrated to be job satisfaction. (Larrabee et al., 2003).

Rewards generally have a positive effect by increasing the job satisfaction (Hendijani, Bischak, Arvai, & Dugar, 2016). Traditionally the financial components of reward were very important for employees, more recently the importance of non-financial components, have been increasing (Schlechter, Thompson, & Bussin, 2015).

Leadership is critical to any group environment and Charismatic leadership behaviors are identified as among the most critical leadership behaviors in terms of satisfaction. A charismatic leader is viewed as a mystical, narcissistic, and personally magnetic savior (Conger & Kanungo, 1988). Construction is a project-based nature industry (Bowen, Edwards, Lingard, & Cattell, 2014), Several studies have highlighted the essential leadership qualities and skills required by project managers.

However, not all voluntary turnover has the same organizational impact because employees have disparate levels of knowledge, skills, and abilities that affect performance and differentiate organizational contribution. (Sturman, Trevor, Boudreau, & Gerhart, 2003) Compared to lower performer turnover, higher performer turnover can be disproportionately detrimental to organizational success. Also, the costs associated with higher performers leaving are clearly the most significant. (Trevor, Gerhart, & Boudreau, 1997). Due to lost productivity, recruiting and training (Cascio, 2000) and losses of institutional knowledge and leadership, both current and potential (Sturman et al., 2003) Previous researches have not accounted for differences in employee performance and thus leave a gap in knowledge as to know how these

antecedent influences the relationship with high performance employees' turnover intention.

Despite numerous references to the causal relationship between leadership style, employee job satisfaction, and employee turnover intention, to the best of our knowledge, few studies have attempted to test the interaction effect of charismatic leadership on job satisfaction and turnover intention, and very little is known about this interaction in the context of construction. The pattern of this interaction is not yet clear for the construction industry. Because we consider charismatic leadership's effect on high-performance construction professionals' job satisfaction and turnover intention, this study may differ from earlier studies.

The study topic regarding the retention of higher performers is essential because higher performer retention could help business leaders to minimize the replacement cost. Retention of higher performer construction professionals could contribute to housing and infrastructure development and maintenance.

1.2 Problem statement

Researchers suggested that implementing a one-size-fits-all strategy was just as ineffective as not implementing a strategy, as each company's employees may value different rewards and incentives (Ojakaa, Olango, & Jarvis, 2014).

But it was not clear of the difference with job satisfaction, turnover intention, charismatic leadership, Financial rewards, Non-financial rewards between high-performance construction professionals and non-high performance construction professionals.

It has not identified the relationship between job satisfaction, financial rewards, non-financial rewards, charismatic leadership with the turnover intention of high-performance construction professionals.

Few studies have attempted to test the interaction effect of charismatic leadership on job satisfaction and turnover intention, and very little is known

about this interaction in the context of construction. Some researchers argue that charismatic leaders fuse each member's personal goals with the team or organizational mission. The pattern of this interaction on turnover intention is not yet clear for the construction industry.

1.3 Research Objectives

This study seeks to learn the difference between job satisfaction, turnover intention, charismatic leadership, Financial rewards, Non-financial rewards on high-performance construction professionals, and non-high performance construction professionals.

This study aims to find out how high-performance construction professionals' job satisfaction, financial rewards, non-financial rewards, and charismatic leadership affect turnover intention.

This study seeks to examine the effect of charismatic leadership style, financial rewards, non-financial rewards on the relationship between high-performance construction professionals' job satisfaction and turnover intention.

Finally, we elaborate on the findings of this research and provide some practical and theoretical implications.

1.4 Research Scope

Within this study, the delimiters set outside the boundaries are employees that are under the age of 18, over the age of 65, and any other employee other than full-time construction professionals of a Chinese construction company.

1.4.1 Literature research

Through the literature about the job satisfaction and turnover intention and leadership style research and so on, on the basis of literature, to determine the study of the theory of the concept, framework and research hypothesis.

1.4.2 Questionnaire survey

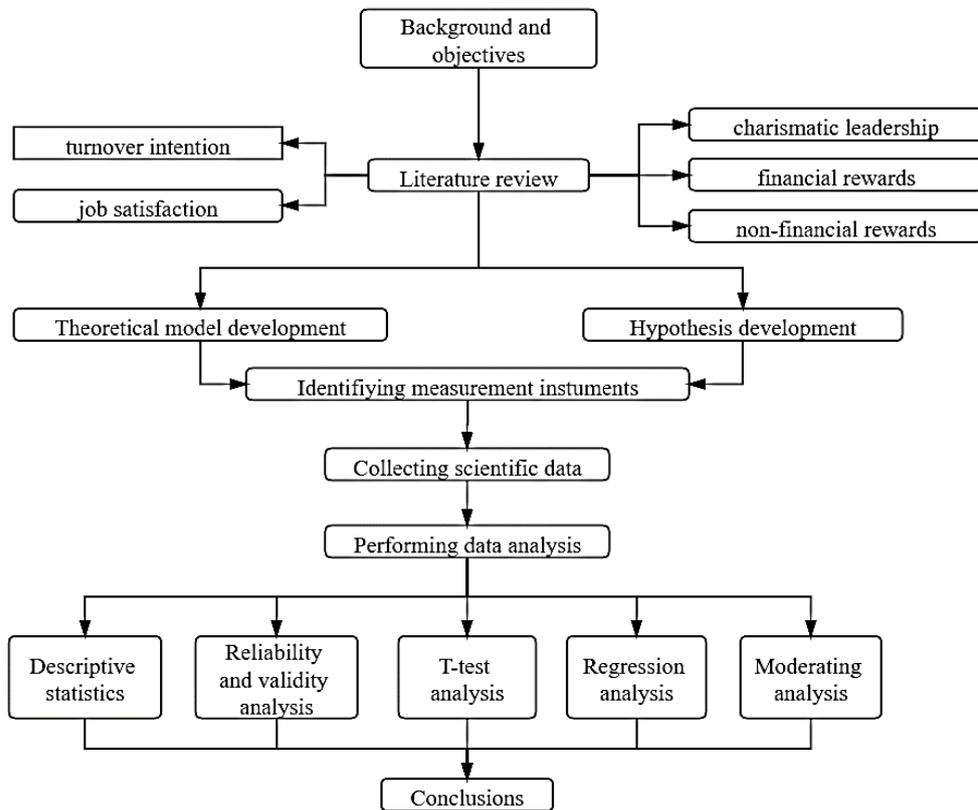
Draws on the relatively mature scales of performance, charismatic leadership, financial rewards, non-financial rewards and turnover intention of relevant domestic scholars, and sends questionnaires to construction professionals to collect data.

1.4.3 Statistical analysis

SPSS26.0 analysis software is used to conduct statistical analysis on the collected data, mainly using independent sample T test, reliability and validity analysis, descriptive analysis, correlation analysis and regression analysis. Through analysis and comparison, the theoretical model and relevant hypotheses are tested, and then the final research conclusion is obtained.

One of the reasons for choosing the quantitative research method was that it quantifies the statistical data and permits the generalization of the results derived from the sample selected from the total population (McCusker & Gunaydin, 2015). This method was the most appropriate to collect relevant data and information related to the subject matter. The use of a quantitative research method was advantageous because it implemented a flexible approach to data collection as the researcher decides on the type of questions and other associated tools used in data collection (McCusker & Gunaydin, 2015). Even though quantitative research is considered to be less informative than qualitative research, quantitative research saves time, and it is affordable (Badke, 2014).

1.5 Thesis structure



2 Literature Review

2.1 Charismatic leadership

The theoretical model and related hypotheses are examined through analysis and comparison, and finally, the ultimate research conclusion is reached. Leadership theory is a theory to study the effectiveness of leadership behavior. Before the 20th century, the research on leadership was not complete, and early researchers formed the theory of leadership characteristics from the characteristics of leaders. Leadership theory rapidly transitioned from trait theory to behavior theory and contingency theory during the next few decades.

2.1.1 Traditional leadership theory

Leadership theory originated in the West, and there are many types of research and achievements on leadership theory. At present, there is no consistent conclusion on the development of leadership theory, but most scholars have similar views on the evolution of leadership theory, which can be divided into three aspects: Trait theories of leadership, Behavioral theories of leadership, Contingency theories of leadership.

The leadership theory

This period mainly studies the characteristics that effective leaders should possess. Leadership trait theory can be roughly divided into early leadership trait theory and modern trait theory.

Researchers of leadership trait theory in the early 20th century believed that effective leaders should have unique, identifiable, and innate traits. These are qualities that ineffective leaders and non-leaders do not possess. Based on this assumption, researchers have conducted numerous studies in the hope of discovering personality traits, physical features, and intelligence levels that distinguish effective leaders from others. It mainly includes five motivating traits and eight personality traits of leaders proposed by Ghiselli, while Stogdill proposed that leaders should have sixteen innate traits such as bravery,

reliability, and a strong sense of responsibility, and five physical characteristics such as appearance, height, and energy (Carter, 1958).

Modern leadership trait theory believes that the characteristics of leaders can be acquired and trained on the basis of innate traits, which is undoubtedly a step forward from the early leadership trait theory. Leadership trait theory provides a basis for selecting and training leaders, but it has great limitations.

Behavioral theories of leadership

The leadership trait theory overemphasizes the importance of innate traits for leaders but ignores the influence factors such as acquired environment and subordinates. Since the 1950s, researchers have gradually shifted the focus from leader characteristics to leader behavior, focusing on the leader's behavior, that is, to explore effective leadership from the leader's behavior. One of the most representative is the study conducted by scholars in Ohio State University, who summarized the behavior of leaders into initiating structure and consideration structure. It is the first time to create the dual dimension, and each dimension is explained and studied in detail.

Since then, scholars from the University of Michigan have sorted out two production-oriented leadership types: production-oriented and employee-oriented. Leadership in a production-oriented organization focuses on the achievement of organizational goals, emphasizes the technical aspects of labor, and sees employees as tools for achieving organizational goals. Relationship-oriented leaders pay more attention to interpersonal relationships with subordinates and respect their suggestions. Compared with leadership trait theory, leadership behavior theory has greatly promoted the development of leadership theory. For the first time, it not only introduces the dual dimension of leader conduct but also identifies two forms of leadership. Although it has made great progress compared with the early leadership trait theory, it also ignores the environmental factors in the influence of leaders on subordinates. Therefore, many researchers began to explore the situational interaction of leaders, and various leadership contingency theories emerged.

Contingency leadership

In the late 1960s, the contingency theory of leadership was developed. It employs a matching theory to try to match the leadership with a suitable environment. According to the contingency theory of leadership, effective leadership is based on various external factors. According to the contingency theory, leadership behavior must be matched to the correct environment, and it is attempted to identify which leadership behavior is most effective in what circumstances.

Contingency theories of leadership include: path-goal theory(House & Dessler, 1974), leader-member exchange theory(House & Mitchell, 1975), LPC contingency theory(Sashkin, Taylor, & Tripathi, 1974), etc. There are many contingency theories, so we will not repeat them here. In short, contingency theory makes up for the deficiency of trait theory and behavior theory, emphasizes the importance of situational factors for effective leadership, overcomes the deficiency of early trait theory of leadership, and has been widely recognized by the academic community.

House, Bass, Burns, Conge & Kanung, and others have gradually created theories of charismatic leadership, transformational leadership, and transactional leadership since 1970. Bryman (Bryman, 1993) called transformational leadership, charismatic leadership, transactional leadership and other leadership Theories "New Leadership Theories"(Hunt & Ropo, 1993). According to Well Runda et al., the emergence and maturity of charismatic leadership and transformational leadership theory marks a significant change in western leadership research paradigm from "supervisory" to "strategic" leadership. "New leadership theory" has become the mainstream of western leadership research, and its representative House called these theories together as "new charismatic leadership theory".

2.1.2 Research process of charismatic leadership theory

A gift from God that allowed people to display amazing powers, the word charisma comes from the ancient Greek word "talent" and was adopted by

early Catholics as a gift from God. Before the 1940s, the term "charisma" was used to describe the attributes of religious personalities or political and military leaders. Max Weber (Weber, 1968) was the first to introduce the word "charisma" into the theory of leadership and proposed three sources of authority: Traditional Authority, Legal or Rational Authority, Charismatic Authority(Weber, 2009). Weber believed that the particularity of authority comes not from tradition, rules, position, or law, but from the leader's own extraordinary and ordinary characteristics.

In the following decades, on the basis of gradual improvement by researchers, a relatively mature theory of charismatic leadership has been formed (Conger & Kanungo, 1988; House, 1976). The research process of charismatic leadership theory has gone through four stages: concept forming stage, theoretical development stage, research peak stage and theoretical deepening stage.

The concept formation period refers to the period from the early 1920s to the late 1970s. Weber was the first scholar to introduce charisma into leadership research, but it was Robert House (House, 1976), a professor at Wharton School of Penn University, who put forward the concept of "charismatic leadership theory". In his book *Charismatic Leadership Theory*, House proposed the charismatic leadership theory based on personal characteristics, leadership behavior and situational factors, which marked the initial formation of the charismatic leadership theory.

The theoretical development period is from the early 1980s to the late 1990s, marked by the fuzziness of House's charismatic leadership theory in the process of leadership influence. At this time, the mechanism of charismatic leadership influencing subordinates has not been proposed. Therefore, in the following decade, researchers focused on the perfection of the concept and the formulation of dimensions of charismatic leadership theory. The most influential are Bass's (Bass, 1985b) model and Conger & Kanungo's (Conger & Kanungo, 1987) model.

Scholars conducted extensive empirical studies on the behavior of charismatic leaders from the 1990s to the early 21st century, attempting to measure charismatic leaders with quantitative methods and pointing out which factors can affect charismatic leaders, or which factors can influence subordinates' behavior through charismatic leaders. In 1998, Conger & Kanungo improved the theoretical system of charismatic leadership and proposed the influence mechanism of charismatic leaders on subordinates. The model includes three stages: the leader's assessment of the internal and external environment of the organization, the formulation and communication of organizational goals, and the encouragement of subordinates to achieve the goals. (Conger & Kanungo, 1988)

After 2000, the theory of charismatic leadership entered a period of theoretical deepening. To further uncover the "black box" of charismatic leadership, scholars have shifted their perspective from the individual level to the organizational level. With the wide application of the team model, research on the team level has gradually become mainstream in recent years. First, charismatic leadership and leadership effectiveness: this paper mainly studies the influence of charismatic leadership on subordinates' attitudes. Secondly, charismatic leadership and group performance: Researchers introduced organizational citizenship behavior (Boerner, Eisenbeiss, & Griesser, 2007) and showed that charismatic leadership can significantly affect group performance.

With the deepening of research, people gradually realize the importance of environmental factors. Javidan & Carl (Javidan & Carl, 2004), Waldman (Waldman, Ramirez, House, & Puranam, 2001), et al., have found that the dimensions of charismatic leadership style vary across cultures. Specific to China's organization of the team, the relevant research is not much. It is necessary to further explore the mechanism of charismatic leadership's influence on subordinates under different environmental factors. The development of The Times and the process of globalization require the birth of more leadership theories advancing with The Times. The maturity of leadership theories marks a new period for the research on the integration of characteristics and behaviors of leadership and the interaction

process between leaders and followers. The new leadership theory pays more attention to the leader's initiative in the organization, how the leader uses its characteristics or behavior to effectively influence the subordinates, achieve the maximum leadership efficiency, lead the transformation and development of the organization, and then create greater team performance.

Future research directions of charismatic leadership :(1) integrate various theories to improve the theoretical framework of leadership. E.g. The characteristics and behaviors of leaders, interactions of subordinates, situational factors, and psychological factors should be integrated into the charismatic leadership theory. (2) The internal comparison of the new leadership theory, combined with the situation of China to find the leadership type suitable for Chinese culture. (3) Further reveal the "black box" of charismatic leadership. To explore the influence of individual and team factors on the charismatic leadership process.

2.1.3 Definition of charismatic leadership

For the idea of charismatic leadership, scholars have used many definitions based on their own research. House(House, 1976) believes that a leader should have strong self-confidence and set up a successful and competent image for his subordinates. Taking himself as an example, he can make his subordinates trust the leader's views and decisions and obey the leader willingly. Charismatic leaders have the dominant power to make the led follow their own will to achieve the goals of the enterprise.

Charismatic leader, according to House, should use their vivid imagination to create visions and urge staff to work. Fully trust in team members' ability to work together and achieve the established objectives; at the same time, trust in the material, spirit, and ability to pay attention to the team atmosphere and the construction of upward synergy.

House also feels that a leader's charm is influenced by the circumstances. As we approach the twenty-first century, businesses face a constantly changing competitive environment, and crisis scenarios are unavoidable for businesses

and organizations. Leading charismatics is attentive to the environment and can assess the environment's restrictions and resources for change. In a difficult situation, the leader can help the company solve the problem while simultaneously exerting influence over his or her employees.

The charismatic leadership theory proposed by House is a multidimensional model, which includes the characteristics, behaviors and relationship with subordinates of charismatic leaders, and puts forward the influence of crisis situations. House's charismatic leadership theory provides a rigorous definition of charismatic leadership for the first time and points out the direction of subsequent research.

Bass (Bass, 1985a) did not think that charisma is simply from the characteristics and behaviors of leaders, but summarized it as an attribution phenomenon related to the personality characteristics of followers.

Conger & Kanungo (Conger & Kanungo, 1987) did not believe that a leader's personal charisma has an impact on subordinates, but proposed the attribution theory of charismatic leadership according to the behavior of leaders. They believed that in a certain situation, when subordinates identify with charismatic leaders, the characteristics of charismatic leaders will appear.

Shamir et al. (Shamir, House, & Arthur, 1993) conducted in-depth investigation and research on charismatic leadership and proposed the self-concept theory of charismatic leadership, believing that the source of a leader's influence on subordinates is the accumulation of personal identity, social identity and individual and collective self-efficacy. Charismatic leadership is the interaction between leaders and followers, and the emphasis on interaction and situation, especially in crisis situation, is more conducive to the emergence of charismatic leadership. Therefore, the characteristics and situations of leaders and followers promote the formation of charismatic leadership style.

Characteristics of a leader

Charismatic leaders, according to House, have three traits. Foresight and

insight are the first two. The capacity to motivate subordinates, expressing support and confidence in them, is the second. The third is the ability to work with energy, personal participation, and a strong belief in oneself. Unusual behavior, environmental sensitivity, and the ability to express goals are other characteristics of charismatic leaders. They have exceptional communication abilities and are adept at controlling target values, which draws followers (Conger & Kanungo, 1988).

Characteristics of followers

The formation of charismatic leaders is also influenced by the traits of followers. Followers saw charismatic leadership as an opportunity to meet higher-level needs, according to Bass (Bass, 1985b). Subordinates who liked charismatic leaders also had high self-esteem, achievement, and participation in the decision-making system process.

Situation

The circumstance refers to the crisis in the broadest sense, which is evident in the fact that the company is likely to fail, and followers are eager to find leaders who can alleviate or solve the current problem (Madsen & Snow, 1987). Crises are not required for every charismatic leader to emerge, but it does create a stage for charismatic leaders to develop. Charismatic leaders are viewed as persons who can recover from crises and seize chances under the impact of this stage atmosphere.

After decades of development, charismatic leadership theory has formed a mature theoretical system and become a hot topic of leadership theory. The definition of charismatic leadership given in this paper is as follows: charismatic leadership is highly sensitive to the internal and external environment of the organization, cares about the material and spiritual needs of subordinates, and is good at describing the vision of the organization; Dare to take personal risks for the interests of the organization, have unconventional ways of thinking and behavior, can influence the attitude and behavior of followers, followers are very loyal to the leader, willing to accept his

leadership.

2.1.4 Measurement of charismatic leadership

Since House put forward the theory of charismatic leadership, scholars have studied the definition and behavioral dimensions of charismatic leadership, providing a clear theoretical framework for the theory of charismatic leadership. Among them, the most representative models are House (Conger & Kanungo, 1988) model, Bass (Bass, 1985b) model and C-K (Conger & Kanungo, 1988) model.

In the model of House, (Conger & Kanungo, 1988) charismatic leaders are good at image building, setting role models, expressing high expectations and confidence to subordinates, expressing ideal goals with moral images, and inspiring subordinates' initiative.

Conger & Kanungo (Conger & Kanungo, 1988) believed that charismatic leadership is based on subordinates' perception of the leader's behavior. The difference between non-charismatic leader and charismatic leader lies in the leader's behavior recognized by followers in the organization, rather than his personal charm, which includes: Leaders' clear expression of vision, firm belief in goals, sensitive capture of environment, creation of novel atmosphere, and attention to members' needs.

Bass & Avolio pointed out that charismatic leaders can set up a vision and vividly describe it to employees with eloquent eloquence and decisive action ability (Bass & Avolio, 1990).

The observation of charismatic leadership behavior characteristics from different perspectives is the basis of forming scales, of which the representative ones are the Multi-Factor Leadership Questionnaire and C-K scale. Bass (Bass, 1985b) in the House, the charismatic leadership theory on the basis of the intentional development: based on the Maslow's demand theory is put forward and the concept of transformational leadership and transactional leadership behavior, and to develop the MLQ multi-factor leadership questionnaire, the

questionnaire through the continuous improvement of the subsequent researchers, become the authority of the research on transformational leadership scale.

In 2001, an empirical survey was carried out in Hong Kong and the results indicate that “charismatic” and “participative” leadership behaviors of the design team leader primarily determine the satisfaction of the team members. A satisfying leadership behaviors (SLB) model has been developed by multiple regression analysis based on the identified leadership behaviors. The SLB model was validated and the result reveals that the prediction error of the model is satisfactory. (E. Wang, Chou, & Jiang, 2005)

This questionnaire contains the following items:

The project team leader:

1. makes the team members enthusiastic about the project.
2. is a model for me to follow.
3. makes me feel good to be working with him.
4. makes me feel proud to be associated with him.
5. As a member of the project team member, I
have complete faith in him.
6. readily trust his judgement to overcome any obstacle.

This questionnaire is designed for professionals in the construction industry, which is consistent with the survey subjects of this study. It has been tested and verified by scholars and proved to be of good reliability and validity.

2.1.5 Relationship between charismatic leadership and turnover intention

Leadership is essential to any team environment. Various studies have highlighted the basic leadership and skills needed for project managers to ensure success, such as managerial competence, stress, emotion, bureaucracy and communication skills. In terms of satisfaction, charismatic leadership is

considered one of the most critical. Weber first introduced the term "charm" and described it as a somewhat superhuman attribute, "a gift of divine grace."

Weber's charismatic leadership model was founded on two basic pillars (Weber,1947). The first is that among followers there is a need, goal or aspiration which is unfulfilled by the existing order. Second, their submission to the leader is on the basis that his or her possession of charisma will lead to the realization of their goals or aspirations (Weber, 1947). Shamir et al. (1993) recently advanced a theoretical explanation of an interpretive process, frame alignment (Snow et al., 1986), by which charismatic leaders motivate followers to embrace social change.

Frame alignment (Snow et al., 1986) refers to the linkage of individual and leader interpretive orientations, such that some set of followers' interests, values and beliefs and the leader's activities, goals and ideology become congruent and complementary. The term "frame" denotes an interpretive scheme (Boal & Bryson, 1988; Goffman, 1974) that enables individuals to locate, perceive and label occurrences within their life and the world at large. By rendering events or occurrences meaningfully, frames function to organize experience and guide action, whether individual or collective.

There are different theories available that pose varying views as to where charisma actually resides. For example, Howell and Shamir (2005) view charisma as residing in the relationship between leaders who exhibit certain charismatic traits and behaviors and those followers who have certain perceptions, emotions and attitudes toward the leader, the group led by the leader, and the vision advocated by the leader.

The sole mission and vision of the charismatic leader is driven by a self-ordained position and guided by a self-style according to Weber. More than a personality trait or a behavioral preference, the charismatic leader views his role as a fulfillment of his destiny. Furthermore, acknowledging this destiny and, by doing so, validating the authority which accompanies it, is the purpose of the follower (Gerth & Mills, 1964).

Charismatic leadership also significantly influenced the job satisfaction, self-efficacy, organizational identification and turnover intentions. Employees' perception on charismatic leadership has a strong positive affection particularly to frontline employees, job satisfaction, self-efficacy, and organizational identification. Nonetheless, charismatic leadership has a strong negative impact on turnover intentions. In line with Lindblom et al. (2016), the results of previous studies were also carried out by Vlachos et al. (2013) that charismatic leadership greatly influences employee job satisfaction, either directly or mediated by intricate values. While employees' points of view of their managers have charismatic leadership qualities, they tend to be actively involved in Corporate Social Responsibility (CSR) activities with intrinsic values. This leads to job satisfaction.

the researchers focused on the relationship between turnover intentions and their predictive variables. An overview of the results of his research reveals that variables such as job satisfaction, organizational trust, managerial support, and equalities, have clear predictive roles on turnover intentions (Lee et al., 2017). In the study of Arfian & Anindita (2017) it was found that low job satisfaction leads to enlarge turnover intentions ratio, meaning that to reduce turnover intentions, the organization must expand job satisfaction, as a result turnover intentions increased significantly. Zhang & Feng (2011) in his research conducted in Hubei, China to 1,600 doctors showed that there might be the effect of work fatigue, especially emotional fatigue, thus the impact of job satisfaction on turnover intentions increased. This indicates that the increase of job satisfaction is expected to reduce the turnover of the intention of doctors in Hubei, China. The results of the study are also in line with the research conducted by Shu et al. (2018) which states that job satisfaction significantly affects turnover intentions in family business.

Previous research conducted by Babcock-Roberson & Strickland (2010) shows empirical support for the mediating role of work engagement in the relationship between charismatic leadership and organizational citizenship behaviors. These findings support the idea if charismatic leaders are present, employees are more active to do their job, and ultimately promote citizenship

behaviors. In line with Babcock-Roberson & Strickland (2010), Zehir et al. (2014) also examined the role of mediating ethical climate in the relationship between charismatic leadership and organizational citizenship behaviors. However, the results of his research indicate that ethical climate was found to be an unstrong mediator in the relationship between charismatic leadership and organizational citizenship behaviors. Furthermore, Zehir et al. (2014) also examined the direct relationship between charismatic leadership and organizational citizenship behaviors, the result reveal the charismatic leadership had a very strong direct effect in improving organizational citizenship behaviors.

From the above argument, the researcher proposed the hypothesis:

Charismatic leadership is negatively related to high-performance construction professionals' turnover intention.

Charismatic leadership moderates the relationship between high-performance construction professionals' job satisfaction and turnover intention.

2.2 Defining Job satisfaction and turnover intention

2.2.1 Theories about Job Satisfaction

Academic interest involving job satisfaction theory has been and remains to be one the most popular research topics in the field of business and organizational behavior (Aziri, 2011). Job satisfaction's emergence as an independent construct of interest is usually associated the work of Maslow and the hierarchy of needs model (Lu, While, & Barriball, 2005). Locke and Latham (Locke & Latham, 1990b) provide one of the most prominent definitions of job satisfaction described as a positive emotional state of being directly resulting from an individual s job and work experiences. Early research efforts designed to increase productivity through motivation provided a bridge to employee-

focused research that eventually spawned an array of job satisfaction models (Aziri, 2011).

Definitions of job satisfaction are consistent in that they attribute job satisfaction as uniquely derived from factors related to an individual's occupation and work environment (Aziri, 2011). Extension of the construct definition of job satisfaction beyond the ubiquitous theme includes variations of the composition of the satisfaction subcomponents. Variations include the role of internal factors and external factors in determining the level satisfaction or dissatisfaction, how the levels influence positive or negative behavior, and how resulting behaviors impact the organization (Aziri, 2011).

Early research efforts designed to increase productivity through motivation provided a bridge to employee-focused research that eventually spawned an array of job satisfaction models (Aziri, 2011). Decades of productivity-based research led to considerations of motivation for increasing worker productivity. Motivation-based research eventually resulted in theories that included consideration of individual satisfaction factors contributing to human behaviors including motivation (Maslow, 1943). In the early 1960s, job satisfaction research emerged as an independent and discrete research topic.

The following section reviews several models of job satisfaction theory. The scope of research on the topic of job satisfaction research is considerable. Theories presented represent some of the most popular views within the field. The qualification of prominent theory is inferred by prevalence within the selected contemporary research articles.

Two-factor motivator-hygiene theory.

One of several prominent theories addressing satisfaction concerns as a primary research construct is the two-factor theory of job satisfaction (Herzberg, 2017). Two-factor theory views the existence of satisfaction and dissatisfaction as two distinct elements that coexist but produce different outcomes. Each element has distinct contributory factors described as motivators and hygiene factors (Herzberg et al., 1959). In simplistic terms,

motivators contribute to aspects of satisfaction while hygiene factors contribute to elements of dissatisfaction (Herzberg et al., 1959).

Satisfaction and dissatisfaction exist separately in the two-factor theory to the extent that levels of satisfaction and dissatisfaction both produce different phenomena (Herzberg et al., 1959). Over the past several decades, a major effort within the field of research has been attributed to identifying various components of motivators and hygiene factors as assessing the strength of influence on the resulting level of satisfaction or dissatisfaction. Determining which of the two components, motivators or hygiene, exerts the greatest influence on overall satisfaction has been an ongoing process with two-factor theory and may be situationally different (Castaneda & Scanlan, 2014). Research efforts performed across different populations and industries often result in contradictory data on determining the relative influence of motivator versus hygiene factors (Castaneda & Scanlan, 2014).

Range of affect theory

Edwin Locke (Locke, 1976) was a major contributor to the field of job satisfaction research. Locke's range of affect theory posited that an individual's level of job satisfaction is determined by the difference in what they expect to get from their occupation and work environment as compared to what they perceive they actually have (Locke, 1976). The resultant state of satisfaction, whether positive or negative, will then influence the employee's level of motivation at work and their commitment to organizational goals (Locke, 1976).

In the theory, a sequence of processing starting with satisfaction leads to organizational level benefits (Locke, 1976). Satisfaction influences the employee's motivation and commitment, and then motivation and commitment influence work productivity with increased productivity benefitting the organization (Locke, 1976). Locke and Latham (Locke & Latham, 1990a) subsequently expanded the field of worker motivation and satisfaction theory with an emphasis on goal setting. The development of goal-setting theory

remains one of the most influential and highly studied theories of worker motivation and satisfaction in modern times(Latham & Pinder, 2005).

Goal setting theory

Goal-setting theory posits that commitment is highest when employees perceive assigned goals as achievable and are supported by appropriate compensatory incentives provided by the employer (Locke & Latham, 1990a). Other important factors of goal setting theory include authoritative aspects of management, engagement and feedback with the employee, the apparent difficulty level and the associated value to the employee in achieving the goal (Locke & Latham, 1990a). Many extrinsic components that influence job satisfaction in goal-setting theory are controllable through policies and practices of the organization (Locke & Latham, 1990a). Intrinsic components influencing satisfaction develop within the employee with the resulting outcome based on alignment with their expectations (Locke & Latham, 1990a).

Expectancy theory

The internal view of goal-setting theory posits that commitment is highest when employees perceive assigned goals as achievable and are supported by appropriate compensatory incentives provided by the employer (Locke & Latham, 1990b). Other important factors of goal setting theory include authoritative aspects of management, engagement and feedback with the employee, the apparent difficulty level and the associated value to the employee in achieving the goal (Locke & Latham, 1990a). Many extrinsic components that influence job satisfaction in goal-setting theory are controllable through policies and practices of the organization (Locke & Latham, 1990a). Intrinsic components influencing satisfaction develop within the employee with the resulting outcome based on alignment with their expectations (Locke & Latham, 1990a).

Job satisfaction measurement instruments

Job satisfaction theory is a complex research construct comprised of multiple

theoretical models (Aziri, 2011; Samanvitha & Jawahar, 2012). Conversely, relative comparison of research instruments would indicate that job satisfaction measurement tools are more readily available, are more valid and reliable, and generally easier to administer in practical applications (Law, Wong, Huang, & Li, 2008). The ease of measurement aspect lends itself well to facilitating quantitative research applications but does not negate the complexity associated with posttest data analysis required to derive origins or predict outcomes from the measured levels of satisfaction or dissatisfaction.

Aziri (2011) identified the Minnesota Satisfaction Questionnaire and the Job Description Index as two examples of popular measurement instruments in the field of satisfaction research. The Minnesota Satisfaction Questionnaire was designed at the University of Minnesota to measure the extent to which employees find their job rewarding (Weiss et al., 1967). The Minnesota Satisfaction Questionnaire is a self-reported questionnaire that measures overall satisfaction of 20 subcomponent facets (Weiss et al., 1967). The long form has 100 questions, and the short form has 20 questions (Weiss et al., 1967). Both versions utilize a five-point Likert scale ranging from 1 = Very dissatisfied, 2 = Dissatisfied, 3 = Neutral or not applicable, 4 = Satisfied, to 5 = Very satisfied (Weiss et al., 1967). Overall job satisfaction is determined by calculating the mean result of all survey responses (Weiss et al., 1967). The subcomponent measures are determined by calculating the mean result of specific sets of questions (Weiss et al., 1967). The Minnesota Satisfaction Questionnaire provides normative data for occupational 45 groups to assist in post-testing analysis to account for variances between groups (Weiss et al., 1967). The Job Description Index is a popular research instrument for measuring job satisfaction (Aziri, 2011).

The Job Description Index is a self-reported instrument that measures 70 job descriptions having three possible answers based on the respondent's perceived relevancy to their job: 1 = Applies, 2 = Does not apply, and 3 = No opinion (Aziri, 2011). Results yield a component level satisfaction scale within five subscales as well as a global level of satisfaction (Aziri, 2011).

In many cases, researchers create their own measures of job satisfaction. Measures may be based on existing instruments since job satisfaction assessment can be surprisingly uncomplicated (Aziri, 2011). For example, the Kunin Faces Scale is a visual tool utilizing facial expressions in place of a Likert-scale to indicate how the respondent feels about their job (Aziri, 2011; Spector, 1997). Although the availability of job satisfaction instruments and their relative ease of administration are good for job satisfaction researchers, the construct definition of job satisfaction is still complex. Therefore, a significant amount of effort is usually required to draw conclusions or establish predictive relationships using quantitative research with other constructs.

2.2.2 Voluntary Turnover intention

Voluntary turnover intention is an employee's desire to leave the job. Reducing turnover rate remained an ongoing challenge to organizations over the decades (Chiat & Panatik, 2019). The organizations could decrease the voluntary turnover by reducing turnover intention, which is an employee's desire to leave the company (Liao, Widowati, Hu, & Tasman, 2017). High-performance construction professionals need to reduce voluntary employee turnover to minimize organizational costs. The three types of organizational costs are hard cost, soft cost, and opportunity cost (White, 2017). Hard costs included fees associated with recruiting, training, and boarding new hires. Soft costs are managers' time spent on interviewing and training new hires (White, 2017). The opportunity cost results from an employee vacancy because of the loss of talented employee to the competitor (White, 2017). All three types of costs result in a competitive disadvantage and could hinder organizational growth (Ackerson & Stiles, 2018).

Employee turnover could have a detrimental impact on construction company productivity. The cost of replacing an employee could amount up to 200% of an employee's annual salary (Cloutier et al., 2015). Employees view high turnover as a failure of leadership in providing support to workers, and such perception could demoralize the workforce (Schlechter, Syce, & Bussin, 2016), resulting in involuntary termination. Proper selection and recruitment practices

could enable managers to retain employees (Miheso, Manyasi, & Wanjere, 2019). The loss of expertise could result in longer turnaround times in recruiting, training and developing staff (Schlechter et al., 2016). The onboarding process for new hires could take a long time, which could slow down production. Recruits require a significant time to reach their full productivity level, which depends on the learning curve of new hires (Mazzei, Flynn, & Haynie, 2016).

A loss of valuable employees could affect customer service. A business not operating at full production level because of the loss of valuable employees could compromise customer satisfaction (Holtom & Burch, 2016). When the employees familiar with customer's needs leave the company, business leaders are unable to meet customer's demands in a timely fashion (Schlechter et al., 2016). A business leader's failure to meet customer's demands or business productivity could result in a loss in competitive strength (Sharma, 2016). The factors contributing to employee retention is an interest to many researchers as high employee turnover could negatively affect construction business sustainability, supporting the need for this study.

In the present study, the definition of dependent variable links to employee turnover, or the desire to leave an organization in which the employee is working presently (Gyensare, 2016). Employee turnover intention is the inverse of employee commitment to the organization and entails the employee having a psychological resolution to leave the organization because of personal dissatisfaction with his or her position and occupation (Meyer, 2016).

2.2.3 Relationship between job satisfaction and turnover intention

To model the turnover process, researchers have devised several conceptual frameworks. Employee turnover can be anticipated using comprehensive measures of job happiness, according to Lambert et al. (Lambert, Hogan, & Barton, 2001). In other words, high job satisfaction is linked to low employee turnover. In addition, research reveals that intentions moderate the association

between job satisfaction and actual employee turnover. Numerous research investigating leaving intentions and actual leaving behavior have found favorable and statistically significant connections, according to Schwepes (Schwepker Jr, 2001). To put it another way, deciding to leave a job is a step in the right direction. As a result, most published employee turnover models have been incorporated into the intention of turnover. An employee's intention to pursue a new job with a different company during the next year is referred to as turnover intention. Job satisfaction and employee turnover intention are generally thought to be inextricably linked.

In the field of organizational behavior research, the well-known inverse link between work satisfaction and employee turnover intention is crucial. Employee turnover data is frequently unavailable to researchers, making it one of the most important purposes of turnover research. Because it is not always collected precisely or regularly, this information is frequently unavailable. This necessitates researchers relying on employee turnover intentions as a surrogate for actual turnover. The next best way, according to Lambert et al. (2001), is to measure employee turnover intention because it is the characteristic that regularly and promptly precedes actual employee turnover. Employee turnover and turnover intention will be used interchangeably throughout this work. From the above argument, the researcher proposed the hypothesis:

Job satisfaction is negatively related to high-performance construction professionals' turnover intention.

2.3 Defining Rewards

2.3.1 Financial rewards

Salary, Incentives and other monetary rewards all have the capability to motivate employees, because money only can satisfy the basic necessities or first two levels of needs in Maslow's hierarchy of needs. An employee will be engaged in the routine work to earn that monthly salary, but will he be motivated enough to perform better and till what time will he get motivation to stay in the same organization.

It is a fact that all human beings work to earn money and hence do their regular routine job to earn money. But, a bigger fact is that an employee will leave the job instantly, if he is offered a higher salary by other employer. In such cases, the existing employer may or may not be able to retain him back by offering him the similar salary. While compensation and benefits may be a key factor in the final decision-making process, a money shortage is usually not what causes people to look in the first place (Mendonsa, 1998).

Money may be the reason they give when they resign, but it's like 'white noise'. They are conscious of it for a while but if they are bored on the job, money alone is not going to keep them there (Branch, 1998). Although traditional benefits such as vacation and health are still important, today's workers are also looking for more non-traditional benefits. Benefits such as flexible work hours, availability of childcare tuition assistance programs and discounts on services now top the list of desired benefits (Denton, 1992). The literature clearly indicates that the factors such as money and benefits are not as important as job satisfaction in terms of employee retention.

From the above argument, the researcher proposed the hypothesis:

Financial rewards is negatively related to high-performance construction professionals' turnover intention.

Financial rewards moderates the relationship between high-performance construction professionals' job satisfaction and turnover intention.

2.3.2 Non-financial rewards

Researchers like Daniel (2009) showed their apprehensions about financial rewards. Polemics of financial rewards pointed towards the negative effect of financial rewards like decrease in intrinsic motivation as it can cause short term thinking and more frauds (Morrell, 2011). Morrell (2011) added that significance of both financial and non-financial rewards are imperative as there are diverse jobs in the industry where one kind of reward does not accomplish

the purpose. Therefore, with the passage of time the prominence of non-financial rewards (also called relational, intangible, and/or non-monetary) is increasing. The early findings of Drucker Peter (1954) about the significance of rewards are consistent with (Ryan & Deci, 2000). Drucker Peter (1954) suggested that workers or managers, in business or outside needs reward for pride and prestige. Further upheld that financial benefits are not single major sources of optimistic motivation even though dissatisfaction with them inhibits performance conversely, non-financial incentives cannot compensate for displeasure with economic rewards (Drucker Peter, 1954).

Organizations have the ability to reward individuals in many ways. Because they can vary in both the kinds of rewards they give and the reasons for which they give them, organizations can draw from an almost infinite number of approaches to reward individuals.

The concepts of 'incentive', 'reward' and 'recognition' are quite interrelated and complementary in the context of employee motivation and finally retention. It is difficult to draw a line among them. The broadest category is the 'reward' which refers to something given or received in recompense for worthy behavior. It may be divided into two categories: monetary rewards and non-monetary rewards. Monetary incentives involve granting of reward in terms of money such as salary, commissions, bonuses etc. Non-monetary or non-cash reward do not involve direct payment of cash and they can be tangible or intangible. Some examples of this kind of incentives are; encouraging the employees by providing them with autonomy in their job and participation in decision making, assigning challenging duties, improving working conditions, recognizing good work through small gifts, letters of appreciation, plaques, tickets to restaurant, providing some services for the employees, organizing social activities in the work place, etc.

Non-Monetary Rewards and Recognition is a means of providing immediate, non-cash rewards to employees for contributions to the Organization. We've all heard the statistics on how staff members like to be recognized and rewarded for doing a good job. That a pat on the back or a "thank you" can mean more to

a person than any amount of money. But actually putting a system into place can be easier said than done. Employee Reward covers how people are rewarded in accordance with their value to an organization. It is about both financial and non-financial rewards and embraces the strategies, policies, structures and processes used to develop and maintain reward systems. (Pearl, 2001)

Although considered an important need for survival, money and other material things cannot fully satisfy one's being. Everyone has their own psychological needs to fulfill and this is a good target for employee rewards. (Anderson, 2012)

The ways in which people are valued can make a considerable impact on the effectiveness of the organization, and is at the heart of the employment relationship. The aim of employee reward policies and practices, if any the organization is to help attract, retain and motivate high-quality people. Getting it wrong can have a significant negative effect on the motivation, commitment and morale of employees. Recognition is the most cost-effective motivators. While the high cost of other rewards forces us to give them sparingly, recognition can be given any time, at very little cost. (Pearl, 2001)

From the above argument, the researcher proposed the hypothesis:

Non-Financial rewards is negatively related to high-performance construction professionals' turnover intention.

Non- financial rewards moderate the relationship between high performance construction professionals' job satisfaction and turnover intention.

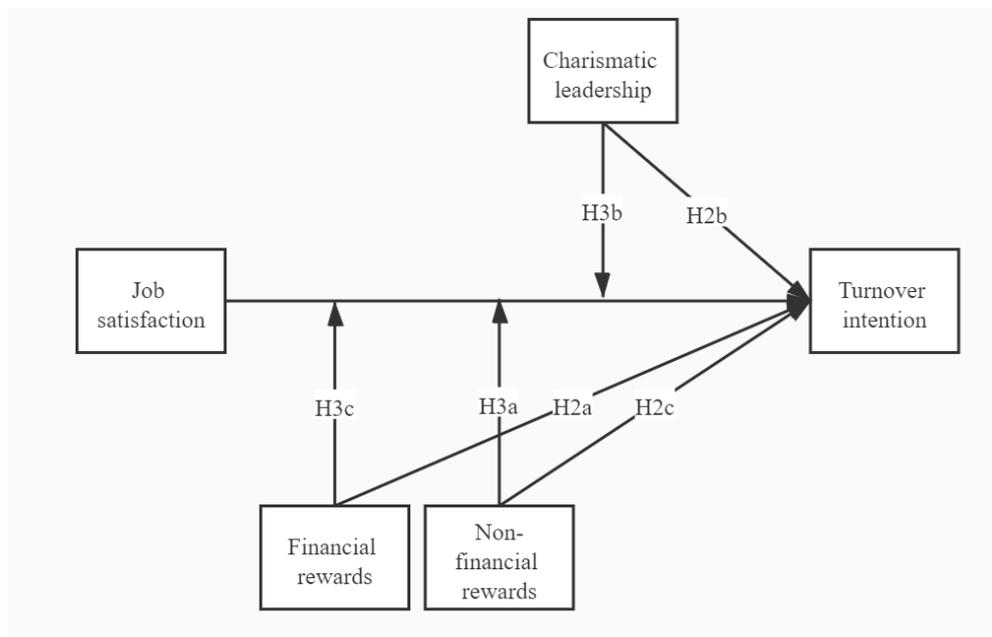
2.4 High performer&Non-high performer

The relationship between performance and rewards (instrumentality) should be closer than it is for lesser performers when contemplating whether or not to leave an organization (Trevor&Wazeter,2006). As pointed out by [Shaw, Gupta, and Delery \(2005\)](#), high performers embody more human capital than average or poor performers

From the above argument, the researcher proposed the hypothesis:

There is a difference between high-performance construction professionals and non-high performance construction professionals on their none-financial rewards, financial rewards, turnover intention, job satisfaction and their supervisor's charismatic leadership.

2.5 Conceptual Model



3 Research Methodology

Based on the research hypothesis and theoretical model proposed in Chapter 2, this chapter designs the survey questionnaire, issues and recovers the survey questionnaire, and conducts descriptive statistical analysis, reliability and validity analysis on the collected valid questionnaires.

3.1 Research Design

3.1.1 Research Method

Self-administered questionnaires were distributed at construction site for data collection.

3.1.2 Questionnaire Structure

The self-administered questionnaire consisted of four parts:(1) personal particulars, (2) non-financial rewards, (3) financial rewards, (4) charismatic leadership, (5) turnover intention, (6) task performance, (7) job satisfaction. The personal particulars part contained 7questions, including demographic and occupational information. The remainder of the questionnaire consisted of 26 questions, and respondents were required to tick using a seven-point Likert scale (1= strongly disagree to 7=strongly agree); A pilot study performed to ensure the items in the questionnaire were scientific and practical for construction professionals, including expert interviews, and some tips to reduce biases.

The scale used in this study is a mature scale in foreign countries, which has been repeatedly studied and used by many scholars. The scale has accuracy and stability. Therefore, in this study, after repeatedly comparing various research scales, the distribution was carried out.

The questionnaire was first written in English before translation to Chinese in collaboration with two native English speakers. Back-translation was conducted to reduce the possibility of translation bias, as suggested by Van de Vijver and Hambleton (1996)

3.2 Construct Measurement

3.2.1 Personal Particulars

Other personal particulars such as age, work experience, and company type, may have indirect effects on turnover intention. So age, marital status, education, family size, and company type included in the demographic information.

3.2.2 Financial rewards and Non-financial rewards

Financial and Non- financial rewards scale, developed by Bustamam et al. (2014). A sample item of financial rewards is” I am satisfied with my base salary” and items of non-financial rewards are “Received appropriate recognition for my contribution.”” I am satisfied with my past salary increment “and so on.

3.2.3 Charismatic leadership

The questionnaire developed by Cheung(Cheung, Ng, Lam, & Yue, 2001)and based on Bass’s(Bass & Bass Bernard, 1985) multifactor leadership questionnaire, was adapted to measure charismatic leadership style. The wording of some items was refined to reflect the construction context. A seven-point response scale was used (from 1 = never to 7 = always) to measure the frequency of the charismatic leadership behaviors.

3.2.4 Task performance

The scale of task performance with eight items is adapted from McAllister(McAllister, 1995).And includes Fisher’s viewpoint(Fisher, 1980). Some sample items are “I outperform my colleagues”, “I handle emergencies well”, “I achieve objectives that are assigned to me.”

3.2.5 Job satisfaction

"Overall, I am extremely content with the Company as a place to work," a

single-item global job satisfaction question was used to assess job satisfaction. Responses were based on a 7-point Likert scale anchored by 1 (strongly disagree) and 7 (strongly agree) (strongly agree). Despite the fact that single-item measures are thought to be unreliable, they may be the best way to gauge overall job satisfaction around the world (Scar pello & Campbell, 1983). As predictors of general job happiness, global job satisfaction measures may outperform facet measures (Ironson, Smith, Brannick, Gibson, & Paul, 1989). In their meta-analysis, Wanous, Reichers, and Hudy (1997) found that single-item measures of overall work satisfaction outperformed facet scales in terms of convergent validity did not temper results, and were likely more reliable than scale measures.

3.2.6 Dependent variable

In the present study, the definition of dependent variable links to employee turnover, or the desire to leave an organization in which the employee is working presently (Gyensare, 2016). Employee turnover intention is the inverse of employee commitment to the organization and entails the employee having a psychological resolution to leave the organization because of personal dissatisfaction with his or her position and occupation (Meyer, 2016).

3.3 Data collection

An online, web-based questionnaire survey collected information from architects, civil engineer, quantity surveyors, and project and construction managers. The same questionnaire was used for all participating professional groups. The full survey was conducted between April and May, 2021.

Before the beginning of the survey, voluntary participants were provided an introductory letter and informed consent on the survey link, include the overall nature and an overview of the research and the benefits of survey participation. The participant had to click on the agreement before submit the questionnaire. The relative anonymity afforded by an online survey could spark greater openness about a participant's true sentiments.

Of the four hundred and ninety-seven records in the original data set, sixty-six records have more than thirty percent repetition rate, and these cases were removed. This left four hundred and thirty-one records available for analysis. The survey was downloaded from the Wenjuanxing survey site and placed into an SPSS data file which is described in the next section.

Within this study, the delineators set outside the boundaries are employees that are under the age of eighteen, over the age of sixty-five, and any other employee other than full-time construction professionals of a Chinese construction company.

3.4 Data analysis technique

SPSS version 26.0 was used to perform confirmatory factor analysis in order to assess the measures' structural validity and reliability. The independent sample t-test was used to test correlation between high-performance construction professionals and non-high performance construction professionals.

To determine the wellness of the regression model, the model summary table with the values R, R², adjusted R² and the standard error of estimate was used, R is the multiple correlation coefficient which was a measure of the prediction of the criterion variable, and R² is the coefficient of determination which was the proportion of variance in the criterion variable which is explained by the predictor variables (Mertler & Reinhart, 2016). The independent is statistically significantly predict the dependent variable if $p < 0.05$ which implied that the regression model is a good fit to the data (Mertler & Reinhart, 2016).

To test the moderating effect of charismatic leadership on the relationship between job satisfaction and turnover intention. PROCESS v 2.0 in SPSS, which uses bootstrapping and ordinary least-square regressions to estimate direct and indirect effects in moderator models ([Hayes and Preacher 2013](#)).

4 Results and Analysis

This chapter presents the findings of the data analysis for this research. The purpose of This study aimed to determine the relationship between rewards, charismatic leadership, employee job satisfaction, the intention of construction high performers. The specific research questions addressed in this study included confirming the hypothesis. The remainder of this chapter will review the population and sample, a summary of the results, details on the analysis and results, and finally a conclusion.

4.1 Descriptive statistics

4.1.1 Descriptive statistical analysis of demography

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	263	61.0	61.0	61.0
	Female	168	39.0	39.0	100.0
Age	Born in 1960s	25	5.8	5.8	5.8
	Born in 1970s	131	30.4	30.4	36.2
	Born in 1980s	143	33.2	33.2	69.4
	Born in 1990s	126	29.2	29.2	98.6
	Born in 2000s	6	1.4	1.4	100.0
Marital status	Single	195	45.2	45.2	45.2
	Married	236	54.8	54.8	100.0
Work Experience	Less than 1 year	116	26.9	26.9	26.9
	1~3 years	122	28.3	28.3	55.2
	3~5 years	94	21.8	21.8	77.0
	5~10 years	73	16.9	16.9	94.0
	More than 10 years	26	6.0	6.0	100.0
Education Level	Junior middle school graduate	89	20.6	20.6	20.6
	High school graduate	102	23.7	23.7	44.3
	Bachelor degree	190	44.1	44.1	88.4
	Master degree	50	11.6	11.6	100.0
Family size	1 person	62	14.4	14.4	14.4
	2 person	52	12.1	12.1	26.5
	3 person	99	23.0	23.0	49.4
	4 person	88	20.4	20.4	69.8
	5 person	64	14.8	14.8	84.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	More than 6person	66	15.3	15.3	100.0
Company Type	State-owned enterprise	121	28.1	28.1	28.1
	Private enterprise	231	53.6	53.6	81.7
	Others	79	18.3	18.3	100.0

Several demographic questions were collected; gender, age, marital status, work experience, education level, family size, and company type.

In respect to company type, the largest responding group was a private enterprise, at 53.6% followed by the category of state-owned enterprise at 28.1%, and others at 18.3%.

The majority of respondents were between the ages of born in the 1990s to 1970s. Nearly 65% of the sample was under the age of forty indicating a slight tendency towards younger participants. The selection of the online survey tool may have influenced the tendency because younger generations may be more familiar with web-based services.

Males had the highest response rates at 61% vs. 39% for females. The large population of male participants was typical of that expected from a sample of construction professionals.

Most respondents have worked for the construction industry between 1-3 years, totaling 28.3%, followed by less than 1 year at 26.9%. Almost 90% of the sample had less than 10 years of construction industry experience.

Bachelor degree respondents represented the largest group at 44.1%, followed by high school graduate at 23.7%. The highest degree of education held by the largest group of respondents was a bachelor degree, which represented 190 participants of the sample. Results are indicative of a large portion of construction professionals have an academic degree.

In general, the sample data structure of this study is reasonable and can

basically reflect the basic characteristics of the population investigated in demographic variables.

4.1.2 Descriptive statistical analysis of variables

In this study, the software SPSS26.0 was used to conduct descriptive statistical analysis on turnover intention, non-financial rewards, charismatic leadership, task performance, and financial rewards. To understand the score and data distribution of each variable, calculate the minimum, maximum, mean and standard deviation of sample data.

Descriptive Statistics of Turnover intention

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
TI1	431	1	7	3.40	1.75	0.38	-0.80
TI2	431	1	7	3.66	1.83	0.15	-1.04
TI3	431	1	7	3.14	1.71	0.40	-0.81
Valid N (listwise)	431						

Descriptive Statistics of Non-financial rewards

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
NFR1	431	1	7	4.98	1.20	-.346	.378
NFR2	431	1	7	4.45	1.24	-.144	-.244
NFR3	431	1	7	4.55	1.48	-.541	-.052
NFR4	431	1	7	4.51	1.40	-.317	-.278
NFR5	431	2	7	5.03	1.15	-.238	-.462
NFR6	431	1	7	4.46	1.49	-.272	-.457
Valid N (listwise)	431						

Descriptive Statistics of Charismatic leadership

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
LS1	431	1	7	4.83	1.37	-.549	-.167
LS2	431	1	7	5.07	1.47	-.577	-.300
LS3	431	1	7	4.84	1.41	-.611	-.029
LS4	431	1	7	4.98	1.38	-.590	.095
Valid N (listwise)	431						

Descriptive Statistics of Task performance

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
TP1	431	1	7	4.27	1.69	-.288	-.793
TP2	431	1	7	4.48	1.72	-.566	-.615
TP3	431	1	7	4.67	1.88	-.578	-.768
TP4	431	1	7	4.84	1.67	-.472	-.592
TP5	431	1	7	4.86	1.60	-.595	-.262
TP6	431	1	7	4.66	1.64	-.539	-.501
Valid N (listwise)	431						

Descriptive Statistics of Financial rewards

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
FR1	431	-3	7	4.50	1.58	-.573	.435
FR2	431	-3	7	4.79	1.59	-.792	.809
FR3	431	1	7	4.35	1.56	-.381	-.415
FR4	431	1	7	3.87	1.76	-.122	-.957
FR5	431	1	7	5.23	1.47	-.713	-.026
FR6	431	1	7	4.50	1.49	-.394	-.451
Valid N (listwise)	431						

4.2 Preliminary analysis

Results of exploratory factor analysis

Indicator	1	2	3	4	5
NFR1			0.586		
NFR2			0.684		
NFR3			0.634		
NFR4			0.673		
NFR5			0.618		
NFR6			0.678		
TI1					0.817
TI2					0.845
TI3					0.818
LS1				0.731	

LS2		0.770
LS3		0.560
LS4		0.773
TP1	0.675	
TP2	0.706	
TP3	0.774	
TP4	0.607	
TP5	0.664	
TP6	0.700	
FR1	0.721	
FR2	0.678	
FR3	0.788	
FR4	0.758	
FR5		
FR6	0.716	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

First, CFA was performed using SPSS version 26.0. Principal component analysis (PCA) with promax rotation was used to assess the factorial structure of the 25 items of the questionnaire. In this table, terms with a factor loading less than 0.6 and a cross loading greater than 0.35 should be deleted (Kolar and Zabkar 2010). The results indicated that the 25 items could be classified into 5 factors, which accounted for 55.437% of the total variance. Items loaded on the factors corresponded to non-financial rewards, turnover intention, charismatic leadership, task performance, financial rewards. The Kaiser-Meyer-Olkin (KMO) test indicated that all values of the independent and dependent variables achieved the criterion, being greater than the minimum level of 0.60 (KMO=0.853). The measurement items included in each factor were homogenized after promax rotation, indicating that the scale had appropriate construct validity.

4.3 Reliability Test

Reliability analysis is an analysis method to measure whether the

comprehensive evaluation system has certain stability and reliability. Reliability is the ratio of the variance of the real score to the variance of the actual measured score, which is equal to the square correlation coefficient of the actual score and the actual score. Generally speaking, the closer the results of two tests are, the smaller the error, the higher the reliability and the more reliable the evaluation system will be.

Reliability analysis includes external reliability and internal reliability. External reliability refers to whether the results measured by the same tester are consistent at different times. Retest reliability is commonly used. Intrinsic reliability refers to whether a group of questions measure the same concept and the degree of consistency of scale items.

Cronbach's α coefficient method is commonly used for detection. The basic reliability analysis methods include retest reliability method, split reliability method and α reliability coefficient method. The reliability analysis method selected in this paper is the most commonly used Cronbach's α coefficient, and its detection standard is according to the research of DeVellis.R.F, the cloning Bach α coefficient is 0.60-0.65 (preferably not), 0.65-0.70 (minimum acceptable value), 0.70~0.80(pretty good), 0.80~0.90(very good)

Prior to analyzing the surveys, a determination of the validity and reliability of the instruments needed to be conducted. The internal validity and reliability of the items were analyzed using Cronbach's alpha coefficient, a function of the inter-item correlation (Greco, O' Boyle, Cockburn, & Yuan,2017) The instruments were determined to be reliable and valid, as they met the requirement of having a rating of 0.6 or higher alpha rating (Alzalabani&Modi,2014;Cronbach,1951)

Cronbach (1951) stated that the larger the reliability of a construct, the smaller the error. In this study, the lower limit for Cronbach s Alpha that was adopted is .70, which is similar to Hair et al. s (1998) suggestion. Reliability was examined for non-financial rewards, and the result of Cronbach's Alpha was 0.744.

	NFR2	NFR3	NFR4	NFR6	NFR5	Corrected Item-Total Correlation	Cronbach's Alpha
NFR2	1.000					0.511	0.744
NFR3	0.437	1.000				0.499	
NFR4	0.370	0.421	1.000			0.570	
NFR6	0.411	0.318	0.466	1.000		0.544	
NFR5	0.241	0.281	0.356	0.379	1.000	0.426	

The item total correlation of NFR5 is below than 0.5, according to Hair et al. s (1998) the item of NFR was deleted.

	TI1	TI2	TI3	Corrected Item-Total Correlation	Cronbach's Alpha
TI1	1.000			0.707	0.840
TI2	0.625	1.000		0.693	
TI3	0.654	0.635	1.000	0.715	

The result of Cronbach's Alpha for turnover intention was 0.84.

	LS1	LS2	LS3	LS4	Corrected Item-Total Correlation	Cronbach's Alpha
LS1	1.000				0.593	0.745
LS2	0.590	1.000			0.598	
LS3	0.276	0.252	1.000		0.361	
LS4	0.500	0.539	0.379	1.000	0.621	

The result of Cronbach's Alpha for charismatic leadership was 0.745.

	TP1	TP2	TP3	TP4	TP5	TP6	Corrected Item-Total Correlation	Cronbach's Alpha
TP1	1.000						0.555	0.795
TP2	0.595	1.000					0.595	
TP3	0.596	0.688	1.000				0.658	
TP4	0.177	0.198	0.256	1.000			0.427	
TP5	0.273	0.261	0.304	0.532	1.000		0.504	
TP6	0.311	0.327	0.435	0.441	0.472	1.000	0.553	

The result of Cronbach's Alpha for task performance was 0.795.

	FR1	FR2	FR3	FR4	FR5	FR6	Corrected Item-Total Correlation	Cronbach's Alpha
FR1	1.000						0.644	0.830
FR2	0.588	1.000					0.622	
FR3	0.489	0.518	1.000				0.692	
FR4	0.498	0.513	0.592	1.000			0.650	
FR5	0.328	0.278	0.313	0.247	1.000		0.373	
FR6	0.471	0.397	0.607	0.539	0.305	1.000	0.628	

The result of Cronbach's Alpha for financial rewards was 0.83. Therefore, they are all shown to possess adequate levels of reliability.

	Reliability	Convergent validity	区分效度 Discriminant validity				收敛效度 Descriptive statistics			
	Cronbach's Alpha	AVE	NFR	TI	LS	TP	FR	Mean	Std. Deviation	N
NFR	0.744	0.506	0.711					4.59	0.959	431
TI	0.840	0.699	-0.211	0.836				3.40	1.536	431
LS	0.745	0.625	0.351	-0.305	0.791			4.96	1.174	431
TP	0.795	0.598	0.276	-0.219	0.230	0.773		4.52	1.370	431
FR	0.830	0.542	0.444	-0.407	0.416	0.283	0.736	4.40	1.255	431

4.4 T-test

After verifying the validity and reliability of this scale. In this study, respondents were divided into high performance group and non-high performance group according to the standard of 85% of task performance which often used in HR field, that is, respondents with task performance average score of 6 and 7 were divided into high performance group, while respondents with task performance average score of 5 and less than 5 were divided into non-high performance group. Results There were 137 high performers, accounting for 31.8% of the total respondents, and 294 non-high performers, accounting for 68.2% of the total respondents.

In order to determine whether there is any difference between the two groups

in terms of rewards, Charismatic leadership, job satisfaction and turnover intention, this study conducted T-text for verification. The result of t-text is as follows

	t-test for Equality of Means				Group	N	Mean	Std. Deviation
	t	df	P	Mean Difference				
NFR	6.107	429	0.000	0.58	1	137	4.99	0.986
					2	294	4.40	0.89
TI	-5.218	429	0.000	-0.80	1	137	2.85	1.523
					2	294	3.66	1.476
LS	4.246	429	0.000	0.51	1	137	5.30	1.075
					2	294	4.80	1.185
FR	5.927	429	0.000	0.74	1	137	4.91	1.422
					2	294	4.17	1.095
JS	4.884	429	0.000	0.61	1	137	5.47	1.112
					2	294	4.86	1.26

Table shows that high performance construction professionals were significantly different from non-high performance construction professionals on NFR (0.000), TI(0.000), LS(0.000), TP(0.000), FR(0.000), JS(0.000). Inspection of two group means indicates that the NFR score for high performance professionals (M=4.99) is significantly higher than the score(M=4.40) for non-high performance professionals. The difference between the means is 0.58.

4.5 High performer Pearson correlations and Regression analysis

After identifying differences between the two groups, the rest of the research will analyze the high performance group on the Pearson correlations and Regression analysis.

	Mean	Std. Deviation	JS	NFR	TI	LS	FR
JS	5.47	1.112	1				
NFR	4.99	0.986	.393**	1			
TI	2.85	1.523	-.508**	-.279**	1		
LS	5.30	1.075	.433**	.417**	-.350**	1	
FR	4.91	1.422	.581**	.460**	-.527**	.418**	1

DV	IV	Unstandardized Coefficients		Standardized Coefficients	t	Sig.			R Square	Durbin-Watson
		B	Std. Error	Beta			Lower Bound	Upper Bound		
TI	(Constant)	6.092	1.784		3.416	0.001	2.564	9.621	0.349	2.071
	NFR	0.043	0.129	0.028	0.336	0.738	-0.211	0.297	1.393	
	LS	-0.139	0.117	-0.098	-1.184	0.239	-0.371	0.093	1.381	
	FR	-0.369	0.100	-0.344	-3.700	0.000	-0.566	-0.172	1.743	
	JS	-0.390	0.124	-0.285	-3.150	0.002	-0.635	-0.145	1.644	

This regression was conducted to investigate which IV will predict turnover intention. The results: financial rewards and job satisfaction were statistically significant, $p < .01$. The adjusted R² value was .349. This indicates that 34.9% of the variance in turnover intention was explained by financial rewards and job satisfaction. According to Cohen (1988), this is a large effect.

4.6 Moderating effect

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	200.277	1	200.277	105.538	.000 ^b
	Residual	814.105	429	1.898		
	Total	1014.382	430			
2	Regression	230.338	2	115.169	62.869	.000 ^c
	Residual	784.044	428	1.832		
	Total	1014.382	430			

a. Dependent Variable: TI
b. Predictors: (Constant), JS
c. Predictors: (Constant), JS, LS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.168	.277		22.234	.000
	JS	-.547	.053	-.444	-10.273	.000
2	(Constant)	6.984	.339		20.602	.000
	JS	-.476	.055	-.386	-8.615	.000
	LS	-.238	.059	-.182	-4.051	.000

a. Dependent Variable: TI

To test the hypothesis H3b, and more specifically whether charismatic leadership moderates the relationship between job satisfaction and turnover intention, a hierarchical multiple regression analysis was conducted. In the first step, two variables were included charismatic leadership and job satisfaction, these variables accounted for a significant amount of variance in turnover intention. $R^2=0.197$, $F(1,429) = 105.538$, $p < 0.001$. To avoid potentially problematic high multicollinearity with the interaction term, the variables were centered and an interaction term between charismatic leadership and job satisfaction.

```

*****
Model = 1
  Y = TI
  X = JS
  M = LS

Sample size
  431

*****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
.4881  .2383  1.8096  43.2493  3.0000  427.0000  .0000

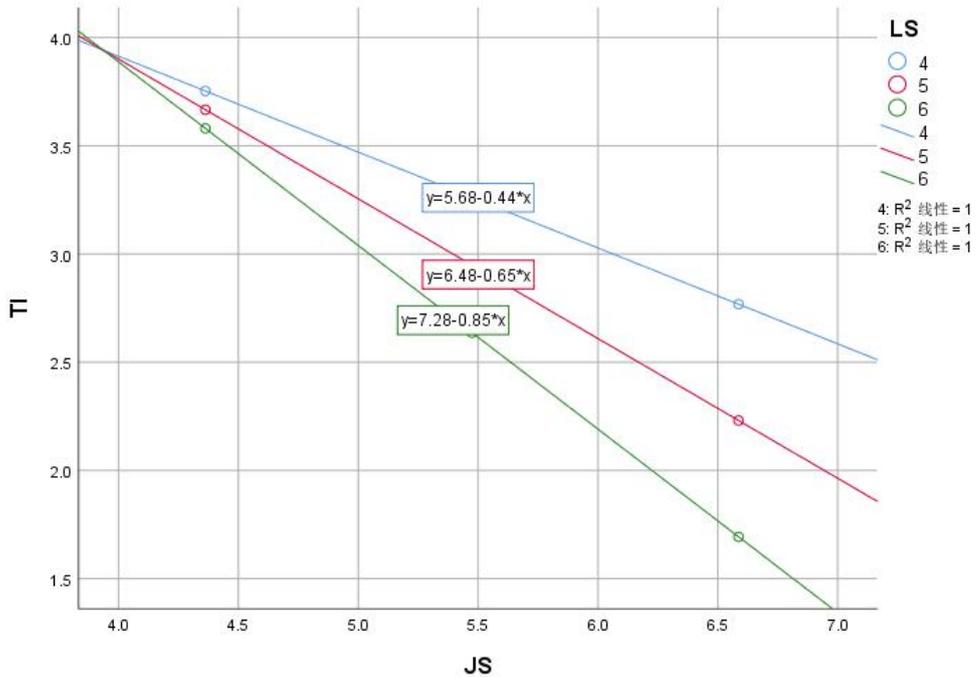
Model
      coeff      se      t      p      LLCI      ULCI
constant  3.4499  .0725  47.5809  .0000  3.3073  3.5924
LS        -.2405  .0628  -3.8274  .0001  -.3640  -.1170
JS        -.4862  .0670  -7.2618  .0000  -.6179  -.3546
int_1     -.1056  .0503  -2.0993  .0364  -.2044  -.0067

Product terms key:
  int_1  JS      X      LS

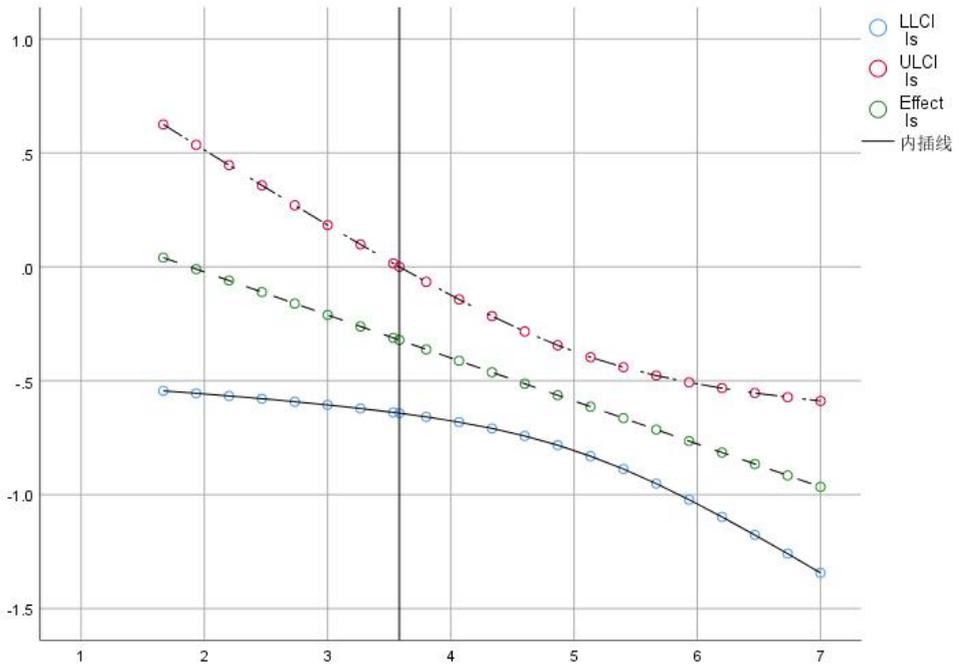
R-square increase due to interaction(s):
      R2-chng      F      df1      df2      p
int_1      .0112  4.4072  1.0000  427.0000  .0364
*****

```

Next, the interaction term between job satisfaction and charismatic leadership was added to the regression model, which accounted for a significant proportion of the variance in turnover intention's= -1.06 , $p=0.0364 < 0.05$, $t(427)=-2.099$. Examination of the interaction plot showed an enhancing effect that as job satisfaction and charismatic leadership increased, turnover intention decreased.



According to Hayes (2013), there are two methods in probing the interaction visually. The Process output tabulates a set of data that needs to be plotted into a graph manually in order to visualize the interaction. 1. Observing the slope of the regression lines using Pick-a-Point approach. The effects of X on Y at -1SD, 0SD and +1SD of the moderator (or using 10th, 25th, 50th, 75th & 90th percentile) are plotted and compared visually. In the Process output, search for the heading titled "Data for visualizing conditional effect of X on Y", may find a set of data that are divided into three columns. Create a new SPSS dataset, copy-paste the data from the output into the new dataset, setup the variable names, and use the available graph options to plot the data. The above graph showed the interaction of the Moderating effect of Charismatic leadership on the relationship between high performance construction professionals 'job satisfaction and turnover intention.



Observing the Johnson-Neyman's region of significance. This is done to determine at which point of charismatic leadership does its interaction effect on the link between construction high performers' job satisfaction and turnover intention becomes significant.

In the Process output, search for the heading titled "Johnson-Neyman Technique: Conditional effect of X on Y at values of the moderator (M)", you may find a set of data that are divided into seven columns. Copy the data that corresponds to these four columns: ModVar, Effect, LLCI and ULCI. Create a new SPSS dataset, paste the data from the output into the new dataset, setup the variable names, and use the graph builder to plot the data. The above graph showed that charismatic leadership does its interaction effect on the link becomes significant when it is more than 3.69.

```

*****
Model = 1
  Y = TI
  X = JS
  M = NFR

Sample size
  137

*****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .5167    .2669    1.7392   12.2410    3.0000   133.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant  5.7802   3.3711   1.7146   .0887   -1.3678   12.4480
NFR       .1739   .7794   .2231   .8238   -1.3678   1.7155
JS       -.4030   .6252  -.6445   .5204   -1.6397   .8337
int_1    -.0573   .1408  -.4073   .6844   -.3358   .2211

Product terms key:

int_1   JS      X      NFR

R-square increase due to interaction(s):
      R2-chng      F      df1      df2      p
int_1   .0013   .1659   1.0000   133.0000   .6844

*****

```

To test the hypothesis H3a, and more specifically whether non-financial rewards moderates the relationship between job satisfaction and turnover intention, the P value>0.05, So the hypothesis 3a is unsupported.

```

*****
Model = 1
  Y = TI
  X = JS
  M = FR

Sample size
  137

*****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .5859    .3432    1.5582   21.2811    3.0000   133.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant  8.0767    1.7058    4.7349    .0000    4.7027   11.4506
FR        -.6645    .4013   -1.6560    .1001   -1.4582    .1292
JS        -.6302    .3920   -1.6075    .1103   -1.4057    .1453
int_1     .0535    .0804    .6657    .5068   -.1055    .2125

Product terms key:

  int_1   JS      X      FR

R-square increase due to interaction(s):
      R2-chng      F      df1      df2      p
int_1     .0038     .4431    1.0000   133.0000    .5068

*****

```

To test the hypothesis H3c, whether financial rewards moderates the relationship between job satisfaction and turnover intention, the P value>0.05, So the hypothesis 3c is unsupported.

4.7 Results of the hypothesis

Hypothesis	Result
H1: There is a difference between high-performance construction professionals and non-high performance construction professionals on their none-financial rewards, financial rewards, turnover intention, job satisfaction and their supervisor's charismatic leadership.	Supported
H2a Financial rewards is negatively related to high-performance construction professionals' turnover intention.	Supported
H2b Charismatic leadership is negatively related to high performance construction professionals' turnover intention.	Unsupported
H2c Non financial rewards is negatively related to high performance construction professionals' turnover intention.	Unsupported
H2d Job satisfaction is negatively related to high performance construction professionals' turnover intention.	Supported
H3a Non- financial rewards moderates the relationship between high performance construction professionals' job satisfaction and turnover intention.	Unsupported
H3b Charismatic leadership moderates the relationship between high performance construction professionals' job satisfaction and turnover intention.	Supported
H3c Financial rewards moderates the relationship between high-performance construction professionals' job satisfaction and turnover intention.	Unsupported

5 Discussion and Conclusion

The purpose of this study aimed to determine the relationship between rewards, charismatic leadership, employee job satisfaction, construction of high performers. This chapter presents a summary and discussion of this research. A summary of the outcomes will be followed by a more in-depth discussion of those results. The implications of the study's results will be presented followed by study limitations and recommendations for further research.

5.1 Discussion

There is growing interest in the construction literature to investigate construction employee behavior and performance from a social and psychosocial perspective (e.g., [Ahn et al. 2013](#); [Chih et al. 2016](#), [2017a](#)).

The issue of high-performance employee retention has received little empirical attention, barring some exceptions that focused on general construction employees.

Although these findings help advance our understanding of issues related to retention in the construction industry, they may not apply to understand the retention behavior of high-performance construction employees. This is because different occupational groups can display different behavioral patterns that require different types of managerial attention ([Loosemore and Tan 2000](#)).

Most of the study's results are consistent with existing research, the study consistently reports the existence of a relationship between financial rewards reduced turnover intention. The results also agree with existing research that the relationship between job satisfaction and financial rewards and turnover intention is negative. Overall, there is a consensus between the study results and previous research the shows the negative relationship is consistent.

Also, there are some unexpected results in this study, results indicating no statistical relationship between non-financial rewards and turnover intention

diverged from some previous research. For instance , Non-financial rewards are used to promote the positive attitudes of employees in the workplace and increase job satisfaction (Hair, 2009) and different from the results in Akunduz's research (Akgunduz, Adan Gök, & Alkan, 2020) which indicates both financial and non-financial rewards reduce turnover intention.

Financial Rewards results were consistent with previous studies. Kim and Oh (2002) found that pay was much preferred to intrinsic compensation by scientists and engineers. This finding is supported by the study of Fapohunda (2012) who affirms that paying good wages is important in an organization to enhance productivity and reduce the turnover intention of workers. Giving adequate financial rewards can help retain rare quality staff and help increase employees' commitment.

Why does charismatic leadership do not affect construction high performer's turnover intention? Maybe individuals' preferences for particular styles of leadership — that is, their expectations that they would enjoy and perform well working for a particular style of leader. Or individuals' preferences for and reactions to particular types of leaders are based, to a considerable extent, on (a) similarity attraction, and/or (b) need satisfaction. That is, individuals are likely to be drawn to and particularly satisfied with: (a) leaders with whom they perceive they share similar attributes and values, and/or (b) leaders whom they perceive will meet their needs. A wealth of theory and research regarding social relationships and motivation documents the substantial influence of similarity attraction and need satisfaction on attitudes.

This study also explores the impact of job satisfaction on high-performance employees' resignation intention under different charismatic leadership levels. According to Process analysis, charismatic leaders have a negative moderating effect on the relationship between job satisfaction and resignation intention, that is, charismatic leaders have a moderating effect on the relationship between job satisfaction and resignation intention.

This study also explores the impact of job satisfaction on high-performance

employees' resignation intention under different charismatic leadership levels. According to Process analysis, charismatic leaders have a negative moderating effect on the relationship between job satisfaction and resignation intention, that is, charismatic leaders have a moderating effect on the relationship between job satisfaction and resignation intention.

According to Johnson-Neyman's region of significance, charismatic leadership should be about the middle level (3.6), which can play a role in the path of high-performance employees' job satisfaction to turnover intention, while the level below the middle level is meaningless. This requires project managers to raise their charismatic leadership to at least an average level.

5.2 Summary

The problem in this study was that voluntary employee turnover is consistently increasing in the construction industry. The retention of high-performance construction employees can enhance construction project performance, reduce turnover costs (e.g., recruitment and development costs), and enable the accumulation of expertise within the organization. A sample size of 341 participants in the study found Charismatic leadership moderates the relationship between high-performance construction professionals' job satisfaction and turnover intention.

Employee turnover is a complex problem that researchers need to continue to explore. Many potential factors could affect employee turnover, and managers experiencing high turnover rates must understand the needs of their employees when implementing turnover retention strategies.

This study compared high performers and non-high performers proved the relationship between financial rewards, job satisfaction on turnover intention, but charismatic and non-financial rewards have no statistical relationship to turnover intention. and charismatic leadership produced a stronger correlation and attenuated the relations from high-performance construction professionals' job satisfaction to turnover intention.

5.3 Contributions

The results from this research fill an existing literature gap, add to the stream of charismatic leadership styles associated positively with employee job satisfaction, and further, the research agenda focused on leadership behaviors.

The high turnover rate of high-performance employees is concerning to managers. Voluntary turnover can be costly and create additional challenges in the workplace (Ozcelik, 2015). Employee retention could contribute to business profitability resulting in positive social change.

Retaining high-performance construction professionals will reduce the turnover rates, which could lower recruiting and training costs of new hires (Bilau, Ajagbe, Sholanke, & Sani, 2015). A reduction of expenses and unexpected staffing changes within the organization may increase performance effectiveness and generate financial cost savings (Delmar, McKelvie, & Wennberg, 2013). Employee turnover affects a company's bottom line, and senior project managers in the construction industry could benefit from the study findings by learning strategies to retain employees.

One possible intervention effort is to enhance supervisors' charismatic leadership because this approach to leadership attenuates the negative effect of job satisfaction on turnover intention.

In modern society, enterprises are facing a complex and changeable environment, and the traditional management concept of managing subordinates through power has long been outdated. To ensure the sound operation of enterprises, leaders need to change their management concepts and methods and build themselves into charismatic leaders.

How to build a charismatic leader can be cultivated from the following aspects: First, leaders must constantly improve and maintain their personality charm(陈致中, 2013). Leaders need to be highly confident, project an image of success, have a sense of mission, and be able to get others to accept that mission.

Leaders should not abide by stereotypical rules, be full of imagination and inspiration, be highly sensitive to the environment of the enterprise, and be spokesmen for change.

Secondly, leaders should set up clear vision and goals, and constantly express them clearly in the team, so that each team member knows what kind of future they are striving for. A clear vision and goal will attract and gather talents and motivate subordinates(A.-C. Wang, Hsieh, Tsai, & Cheng, 2012).

Finally, leaders should pay more attention to the cultivation of personal emotional intelligence. EQ is one of the necessary qualities for leaders and an important factor to improve their influence and decision-making power. Leaders need to recognize and control their emotions, infect their subordinates, and maintain positive energy throughout the team. Leaders should also be good at communicating with team members, rationally dealing with emotional fluctuations in the team, and reducing team conflicts. In the process of leadership, a leader should not be blindly confident, but be good at listening to the opinions of his subordinates and choosing the good ones (吴维库, 关鑫, & 胡伟科, 2011)

By integrating charismatic leadership into the relationship between job satisfaction and turnover intention, this research adds to the increasing body of interdisciplinary research to address long-prevailing issues in the construction industry.

The findings of this study supported the link between job satisfaction, financial incentives, and the intention to leave a job, indicating that both job satisfaction and financial rewards had a significant impact on the intention to leave a job. But charismatic and non-financial rewards have no statistical relationship to turnover intention. And charismatic leadership has a moderating effect on the path of job satisfaction to turnover intention. As a result of the correlations between the variables, this research could be useful for firms looking to improve their staff retention rates. Moreover, the findings can be used as a guide for developing retention strategies and inform future researchers on how

the examined variables impact construction high performers' decision to quit.

Additionally, construction organizations can use the information in this study to implement effective strategies to reduce high performer turnover. By employing some of the strategies provided in this study, managers can decrease high performer turnover, and potentially help improve the company's profitability and productivity.

The findings are also intended to be transferable for use in other industries and organizations and used as a foundation for further analysis.

5.4 Limitations

Although this study put forward the theoretical model based on reading a large number of domestic and foreign literature and verified the hypothesis through empirical research. However, due to insufficient personal ability and limited resources, there are still some deficiencies in this study, which need to be further improved in future research:

(1) The ability to infer the causal relationships between the studied variables is limited for cross-sectional data. That is only identifying satisfaction, intentions, and thoughts at that moment in time, which may or may not be representative of all construction professionals, days, weeks, or months later.

(2) This research only investigated a few particular antecedents, it is known that construction employee retention is subject to a much broader range of influences, for example, job security, work conditions, and so on. This study does not address questions and other problems outside of these variables.

(3) Both the charisma leadership scale, financial rewards, non-financial rewards, task performance in this study adopted Western-based instruments. The scale's reliability and validity were influenced to some extent due to changes in the scale's expression, and whether the scale could adapt to the Chinese team was not properly explored, which had an impact on the study as well. It is beyond the scope of this article to determine if there are some

distinctive differences in factor structures, which can be partially explained by the different cultural contexts (Chinese vs. Western).

(4) Phenomena, in reality, cannot simply be fully explained by a few variables. In the theoretical model, there are often multiple mediating variables and moderating variables in the influence of independent variables on dependent variables. Therefore, it is impossible to cover all aspects of the research, and there may be some deviations in the research conclusions.

5.5 Future study

This study provides a reference point for future researchers interested in the topic of job satisfaction and construction high performer turnover intention. In particular, future researchers can use the study to heighten their insight into the appropriate design and instruments to use in this topic.

Future studies should adopt a longitudinal approach to provide stronger evidence of causal relationships. Future research needs to continue to advance to address the limitations. If considering replicate studies, the sample population should either focus on a different job category.

May extend this work in several ways from both theoretical and research context perspectives. Future research should also focus on expanding the number of assessed and analyzed variables beyond the few variables (job satisfaction, financial rewards, non-financial rewards, charismatic leadership).

Furthermore, future researchers will be able to minimize faults in the form of restrictions and bias to deliver research that is both legitimate and dependable as a result of this study. Finally, this study is a source of future research ideas based on the recommendations provided.

Further, improve the questionnaire. At present, charismatic leadership, team identity, and other scales belong to mature foreign scales, but they are all literal translations, and there are few scales in The Chinese situation, which will affect the research conclusion. There are relatively few mature scales of team

innovation performance, so we can start from the above two points in terms of scale improvement. Future studies in this direction are needed to enable the development of context-sensitive, indigenous instruments that may help more accurately capture the organizational reality in China.

PERSONAL PARTICULARS

1. 请问您的性别是？ 男 女

My gender? Men/ women

2. 请问您的年龄是？

My age?

3. 请问您的婚姻状况是？ 单身 已婚

My marital status? Single/married

4. 请问您的最高学历是？ 小学毕业 初中毕业 高中毕业 大学毕业 研究生毕业 博士毕业

My highest education? Elementary school, middle school, high school, university, graduate school, PhD,

5. 请问您现在的家庭人数是？ 1 2 3 4 5 6以上

The size of my family? One, two, three, four, five, six or more

6. 请问您工作多少年了？

How many years have I been working?

7. 请问您工作的公司类型是？ 国企 私企 其他

What type of company do I work for? Other/ state-owned / private enterprises

NON-FINANCIAL REWARDS

8. 您的贡献会得到公司的肯定吗？

9. 您做的工作会不断的得到公司的反馈和认可吗？

10. 如果您工作做得很好， 会获得一些口头上的表扬吗？（譬如做得好，真棒）

11. 如果您工作做得很好， 会获得正式的表扬吗？（譬如奖励证书， 公司通报。）

12. 您获得上司的认可的次数和频率多吗？

13. 您知道什么样的行为能得到公司的认可吗？

14. 您的上司在给您意见的时候， 会考虑表达的方式吗？

15. 您收到的意见都是与你的工作高度相关的吗？

16. 您在公司收到的反馈与您做出的成绩是一致的吗？

17. 您觉得公司的认可是公平一致的吗？

- 1 Received appropriate recognition for my contribution
- 2 Received continuous feedback and recognition.
- 3 Received informal praise (well done, thank you).
- 4 Received formal praise (certificate).
- 5 The amount and frequency of recognition from supervisor.
- 6 Understand the type of behavior leading to receiving recognition.
- 7 The way my supervisor provides me with feedback .
- 8 The feedback received is highly relevant .
- 9 The feedback received agrees with what I actually achieved.
- 10 Recognition is given fairly and consistently

FINANCIAL REWARDS

18. 您对您的基本工资满意吗？

19. 对您以前的加薪状况满意吗？

20. 对您最近的涨薪情况满意吗？

21. 您觉得公司的涨工资的方式公平吗？

22. 您觉得基本工资以外的奖金/工资能提高您的工作满意度吗？

23. 您觉得工资涨得太少太慢吗？

24. 您对决定您工资如何增长的规定满意吗？

25. 您公司里表现好的人有公平的机会得到升职或加薪吗？

- 1 I am satisfied with my base salary.
- 2 I am satisfied with my past salary increment.
- 3 I am satisfied with my recent salary raise.
- 6 Pay increases are handled fairly .
- 7 Additional pay to basic salary increased my job satisfaction.
- 4 Raises are too few and far between..
- 5 I am satisfied with how my raises are determined.
- 8 Those who do well stand a fair chance of being promoted(receiving a pay increase)

CHARISMATIC LEADERSHIP

26. 您的上司会让团队的成员对项目充满热情吗？

27. 您觉得您的上司是您学习的榜样吗？
28. 您的上司会让您感觉和他一起工作是件很棒的事情吗？
29. 您会因为和您上司一起共事而感觉自豪吗？
30. 作为项目组的成员，您完全信任您的上司吗？
31. 您的上司相信他的判断能克服任何问题吗？
- 1 My supervisor makes the team members enthusiastic about the project.
- 2 My supervisor is a model for me to follow.
- 3 My supervisor makes me feel good to working with him.
- 4 My supervisor makes me feel proud to be associated with him.
- 5 My supervisor as a member of the project team member, I have complete faith with him.
- 6 My supervisor readily trust his judgement to overcome any obstacle.

TURNOVER INTENTION

32. 您经常想辞掉现在的工作吗？
33. 您明年可能会找一份新的工作吗？
34. 您会想尽快离开现在这个公司吗？
- 1 I often think about quitting my present job
- 2 I will probably look for a new job in the next year
- 3 As soon as possible, I will leave the organization

TASK PERFORMANCE

35. 您觉得您比您的同事表现更出色吗？
36. 您能很好的处理突发事件吗？
37. 您能很好的履行分配给你的任务吗？
38. 您不迟到也不早退吗？
39. 您在工作中追求尽善尽美吗？
40. 你在工作上很谨慎，很少犯错吗？
- TP1: I outperform my colleagues
- TP2: I handle emergencies well
- TP3: I achieve objectives that are assigned to me
- TP4: I am never late nor take off early from work

TP5: I aim to attain perfection in my work

TP6: I am prudent and seldom make mistakes

JOB SATISFACTION

41. 总体而言 您对您现在的工作感到满意吗？

Overall, I am extremely satisfied with the Company as a place to work.

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7 국문 초록

자발적인 직원 이직은 건설 조직에 악영향을 미치는 경향이 있는 가장 널리 논의되는 단점 중 하나이다. 건설업종이 역동적이고 불안정한 데다 인력 이동이 잦고 장시간·불규칙적으로 근무하기 때문이다. 개인은 성과에 영향을 미치고 조직 기여도를 차별화하는 다양한 수준의 지식, 기술, 재능을 가지고 있기 때문에 모든 자발적인 이직이 조직에 동일한 영향을 미치는 것은 아니다. 직무 만족도, 보상, 카리스마 리더십이 이직 의향의 예측 변수라는 것이 경험적으로 입증되었지만, 이전 연구들은 직원 성과에 차이를 고려하지 않아, 이 선행 사례가 높은 성과 직원들의 이직 의향에 어떻게 영향을 미치는지 이해하는 데 격차가 있다. 본 연구는 건설 고성능자들의 보상, 카리스마 리더십, 직원 직무 만족도, 이직 의사와의 관계를 규명하는 것을 목표로 하였다. 수집된 431개의 온라인 웹 기반 설문지를 통해 현재 연구는 SPSS26.0 통계 도구를 사용하여 데이터를 체계적으로 분석했다. 결론은 다음과 같다:

먼저 재무적 보상, 재정적 인센티브, 이직의사, 직무만족도, 상사의 카리스마 리더십 측면에서 고성능 건설전문가와 저 성과 건설전문가의 구분이 있다.

둘째, 건설 고성능 자에 대한 직무만족도, 재정적 보상, 이직의도 간에는 유의미한 상관관계가 있다. 그러나 비 재정적 보상, 카리스마적인 리더십, 그리고 이직 의도 사이에 유의미한 상관관계가 없다. 그리고 카리스마 리더십은 고성능 건설 전문가의 직무 만족도와 이직 의사 사이의 조절 효과가 있다.

셋째, 건설업 저 성능 종사자인 경우, 직무 만족도, 카리스마 리더십, 이직 의도 사이에 유의미한 상관관계가 있다. 그러나 비재무적 보상, 재무적 보상 및 이직 의사 사이에는 유의미한 상관관계가 없다.

변수 간의 상관관계가 강하기 때문에 이 연구는 기업의 직원 유지 능력

향상에 도움이 될 수 있다. 또한, 이 연구 결과는 보존 전략을 개발하기 위한 지침으로 사용될 수 있으며, 검토된 변수가 건설업자들이 이직 결정에 어떤 영향을 미치는지에 대해 향후 연구자들에게 알릴 수 있다.

키워드: 카리스마 리더십, 직무 만족도, 이직 의도, 금전적 보상, 비재정적 보상

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