

## Effects of the Job Characteristics of Disability Sports Instructors on Turnover Intention

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tional Commitment

### ABSTRACT:

This study examines the influence of Job Characteristics on Turnover Intentions among Disability Sports Instructors in Korea in the post-COVID-19 era, with a focus on the mediating effects of Job Satisfaction and Organizational Commitment. Utilizing a structured questionnaire, data were collected from 226 experienced instructors, evaluating Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. Findings indicate that intrinsic factors like Task Identity and Feedback positively affect Job Satisfaction, whereas skill variety is associated with an increase in Turnover Intentions. This study also reveals that Job Satisfaction and Organizational Commitment do not significantly mediate the relationship between Job Characteristics and turnover intentions. This challenges previous assumptions, suggesting a reevaluation of the strategies to enhance instructor retention. The results have implications for organizational strategies in post-pandemic rehabilitation and sport, emphasizing the need for job design that aligns with instructors' skill sets and preferences. In conclusion, Job Satisfaction and Organizational Commitment may not play as central a role in Turnover Intentions as traditionally believed. Therefore, organizations might consider focusing directly on Job Characteristics and the alignment of roles with individual skills and desires to effectively manage turnover among Disability Sports Instructors.

### Introduction

Improving the quality of life for the disabled is deeply intertwined with the pursuit of a welfare society, a goal that society should strive for. Activities such as sports and leisure play a critical role in this pursuit, not only for the health management of subjects with disabilities but also for social integration (Kim, Park, & Oh, 2022). Participation in disability sports has seen a decline during the COVID-19 pandemic due to social distancing policies, but there has been a gradual resurgence in the post-pandemic era (Urbański, Szeliga, & Tasiemski, 2021; Fitzgerald, Stride, & Drury, 2022). Within this context, the role of Disability Sports Instructors emerges as crucial. However, the work environment for Disability Sports Instructors in Korea has been shown to be challenging, often leading to job turnover (Townsend & Peacham, 2021). Therefore, there is a pressing need to study the Turnover Intentions of these instructors to ensure the sustainability of disability sports. The theoretical framework of organizational behavior has long focused on the causal relationship between job design and turnover. The seminal work by Turner and Lawrence (1965) highlighted the impact of job elements such as Skill Variety, Autonomy, and responsibility on organizational members' satisfaction, absenteeism, and turnover. Building upon this foundation, Hackman and Oldham's Job Characteristics Theory (1976, 1980) delves deeper into how the attributes of a job affect an employee's psychological state and subsequent performance.

Although Krausz et al. (1995) provided empirical evidence of the relationship between Job Characteristics in hospitals and Turnover Intentions, the study did not account for the mediating effects that might influence this causality. Furthermore, Iverson (1999) argued that Turnover Intention offers accuracy and cost-effectiveness over studying actual turnover behavior, suggesting its preventative role and efficacy in predicting actual turnover. Nonetheless, Krausz et al. (1995) and Iverson (1999) failed to examine the mediating and moderating effects of factors such as job satisfaction and organizational commitment identified by Simmons (2005) and Mathieu and Zajac (1990). Subsequently, Allen et al. (2005) demonstrated the independent influence of Organizational Commitment on Turnover Intentions. In addition, Ozturk, Hancer, and Im (2014) examined Job Characteristics, Job Satisfaction, and Organizational Commitment among 252 hotel workers in Turkey,

proposing that Job Characteristics, Interaction, Feedback, and Autonomy have significant impacts on both Job Satisfaction and Affective Commitment. However, these studies did not examine the relationships between Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intentions among Disability Sports Instructors in the post-COVID era. Therefore, this study aimed to examine the relationships between Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intentions, and to investigate the mediating effects of the attitudinal variables of Job Satisfaction and Organizational Commitment in the relationship between Job Characteristics and Turnover Intentions.

## Methods

### Design

This study aimed to empirically investigate the impact of Job Characteristics on Turnover Intention among Disability Sports Instructors building on the findings from previous research. The independent variable includes Job Characteristics, and the mediating variables are Job Satisfaction and Organizational Commitment, with Turnover Intentions being the dependent variable. Furthermore, the sub-variables of the independent variable, Job Characteristics, include Task Variety, Task Identity, Task Significance, Autonomy, and Feedback. The sub-variables of the mediating variable, Job Satisfaction, consider both Intrinsic and Extrinsic satisfaction. The research model is illustrated in Figure 1.

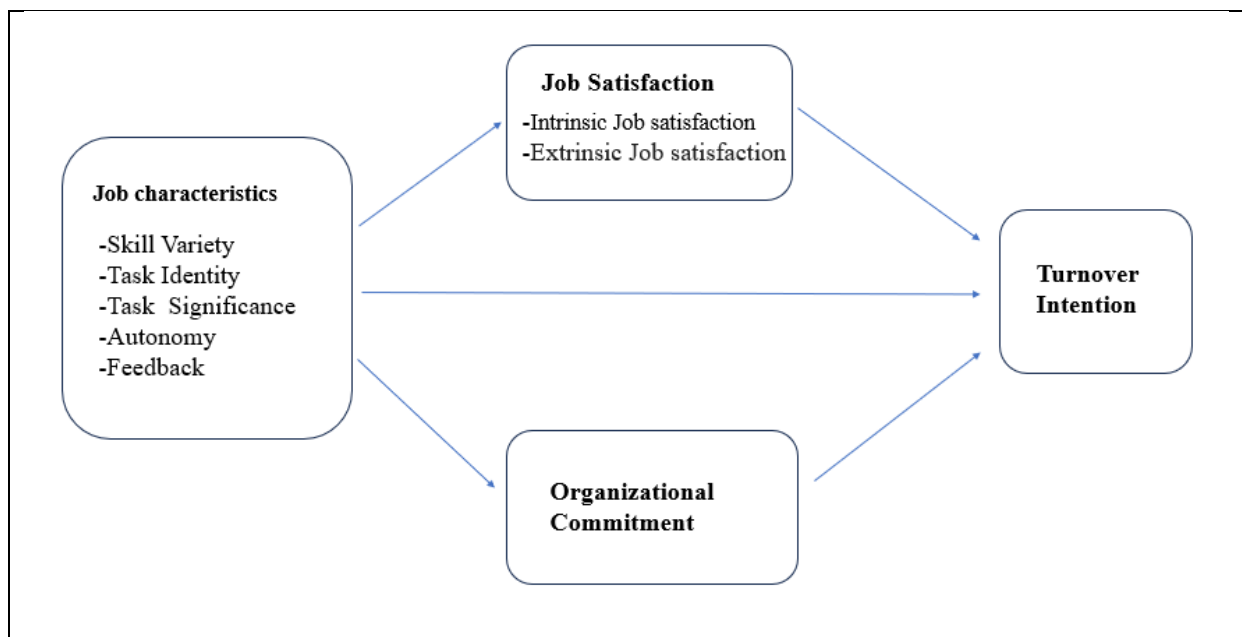


Figure 1. Proposed Research Model [Source: Author]

### Hypotheses

Job characteristics refer to the attributes and aspects of a job that influence employees' attitudes and behaviors, including task variety, autonomy, feedback, task significance, and skill variety (Morris & Venkatesh, 2010). Job Characteristics could serve as a mediator between the organization and its members, having a significant impact on organizational growth or demise. The role of jobs and members has a direct and indirect effect on organizational effectiveness. The theory of Job Characteristics evolved to improve job performance and satisfaction as well as organizational effectiveness. Richard (1972) identified that psychological states derived from a job encompass the satisfaction of completing a task and the recognition of the outcomes of actual activities. Furthermore, Job Characteristics have been shown to provide Intrinsic motivation and satisfaction to subjects, while increasing job performance and participation within the organization (Arnold & House,

1980). As an advancement to counter the issues in job design through job enrichment, the Job Characteristics model has been developed. This model illustrates how the scope and characteristics of a job are related to motivation and Job Satisfaction and consequently, how these affect employee behavior and improve managerial performance. When employees clearly understand their job results, they are internally motivated. Conversely, a lack of understanding can lead to an absence of motivational experiences. The Job Characteristics theory also explicates how well-defined core job dimensions can affect critical psychological states, which in turn, leads to Intrinsic job motivation, quality job outcomes, and increased Job Satisfaction, ultimately reducing absenteeism and turnover rates. Hackman and Oldham (1976, 1980) proposed the Job Characteristics Model with five core factors including Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. Fried and Ferris (1987) supported this Job Characteristics model at the individual level, linking psychological and behavioral outcomes. Hackman and Oldham (1976, 1980) also hypothesized that the relationship between these core Job Characteristics, major psychological states, individual satisfaction, and performance is moderated by personal and situational factors, proposing knowledge and skills, growth need strength, and satisfaction with the work environment as key moderating variables. Skill Variety refers to the degree to which a job requires a variety of different activities and the use of multiple skills and talents (Pierce, Jussila, & Cummings, 2009). Task Identity is the degree to which a job requires completing a whole and identifiable piece of work from start to finish. Task Significance is the degree to which a job affects the lives and work of other people within or outside the organization (Ferreira et al., 2017). Autonomy is the degree to which a job provides freedom, independence, and discretion to the individual in scheduling their work and determining the procedures to be used. Feedback refers to the degree to which carrying out work activities generates direct and clear information about the effectiveness of the performance (Jong, 2016). Furthermore, Job Characteristics have a significant contribution and negative effect on Turnover Intentions (Agarwal & Gupta, 2018; Wan et al., 2018). In this study, Job Characteristics encapsulate the inherent attributes of a job that render it meaningful and assign responsibility and recognition to an individual. Job Characteristics include Task Variety, which is the range of activities and skills required; Task Identity, which pertains to the completion of a distinct and entire piece of work; Task Significance, the impact the job has within and outside the organization; Autonomy, the level of independence in job execution; and Feedback, which is the clarity and directness of information received about one's performance effectiveness. Based on the above studies, the following hypothesis can be established.

*Hypothesis 1: Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) will have a significant effect on Turnover Intentions.*

Job Satisfaction can be defined as the pleasant or positive emotional state resulting from the appraisal of one's job (Locke, 1976). McCormick (1980) posited that Job Satisfaction could be a function of the degree to which one's needs are fulfilled through job experiences, emphasizing self-actualization and valuable achievements as its essence. Port and Steers (1973) defined Job Satisfaction as the extent to which organizational members are content with the jobs they know. Two characteristics can be observed in the level of Job Satisfaction. First, satisfaction is an emotional response to the job and can only be understood through introspection, that is, self-observation. Second, Job Satisfaction should be understood as the gap between what one desires and what is actual. While definitions and concepts of Job Satisfaction may vary among scholars, it generally denotes the extent to which members are content with their job and environment, which reflects their morale and the desire for job limitation. Also, Job Satisfaction can be defined as the extent of positive feelings or pleasure an individual derives from their job (Liu, Aungsuroch, & Yunibhand, 2016). Thus, people experience a sense of responsibility and fulfillment, recognizing the results of their job performance as Intrinsic rewards, which, in turn, enhances motivation and satisfaction (Hackman & Oldham, 1980). Loher et al. (1985) found a generally low to moderate correlation between Job Characteristics and Job Satisfaction, with subsequent research confirming a significant causal

relationship between the two (Port & Steers, 1973; Fried & Ferris, 1987; Griffin, 1991; Dodd & Ganster, 1996). Intrinsic Job Satisfaction arises from the type of work one does—the tasks themselves—while Extrinsic Job Satisfaction comes from working conditions, including pay, coworkers, and supervisors. Based on these discussions and previous research findings, this study formulated the following research hypothesis:

*Hypothesis 2: Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) will have a significant effect on Job Satisfaction.*

Organizational Commitment is considered as a type of psychological attachment, defined as the relative degree of identification and involvement with a specific organization (Porter et al., 1974) considered. Williams and Anderson (1991) defined Organizational Commitment as the attitude of organizational members who adopt the goals and values of the organization and remain committed to staying as part of it. Organizational Commitment is a multifaceted construct defined in various ways depending on the researcher's objectives. Meyer and Allen (1984) characterize Organizational Commitment as a psychological link between an employee and their organization, which reduces their propensity to voluntarily leave. They introduced three components: affective commitment, continuance commitment, and normative commitment. Mowday et al. (1982) referred to Organizational Commitment as the willingness to exert effort on behalf of the organization, identification with the goals and values of the organization, and a desire to maintain membership due to an emotional attachment. Thus, Organizational Commitment can be defined as the degree to which an individual identifies with and is involved in a particular organization (Swales, 2002). Furthermore, Marsh and Mannari (1977) as well as Mathieu and Zajac (1990) noted that among the sub-variables of Job Characteristics, Autonomy could affect Organizational Commitment. Glisson and Durick (1988) also acknowledged the impact of Job Characteristics on Organizational Commitment. Based on the previous studies, the following hypothesis could be posited.

*Hypothesis 3: Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) will have a significant effect on Organizational Commitment.*

Turnover Intention, a focal point in organizational psychology, has been conceptualized by researchers as the extent to which an employee intends to leave their current organization (Iverson, 1999). Turnover Intention is also defined as an employee's cognitive decision to leave their current job, and it is a critical variable that can predict actual leaving behavior (Mobley, 1982). Thus, Turnover Intention reflects a personal surrender of membership within an organization, representing a psychological state that may or may not lead to actual leaving behavior (Allen & Meyer, 1990; Robert & John, 1993). Vandenberg and Nelson (1999) expanded on this by considering Turnover Intentions as the subjective likelihood of an employee leaving the organization at some point in the near future. This intention arises when there is an imbalance in the employee-organization relationship, leading subjects to consider migration to alternative employment.

Turnover Intention is closely related to an employee's attachment to the organization, which goes beyond the mere decision to stay or leave (Iverson, 1996). Thus, Turnover Intention is an individual's likelihood of quitting their job, reflecting a psychological and behavioral state of readiness to leave the organization (Cohen, Blake, & Goodman, 2016). Turnover Intention often serves as a voluntary internal decision that implies potential disengagement and separation from organizational membership. Several studies have underscored the predictive power of Turnover Intention regarding actual leaving behavior, asserting it as a direct and ultimate variable in understanding employee turnover (e.g., Mowday, et al., 1982). Ajzen and Fishbein (1980) pointed out that an individual's behavioral intention, influenced by attitudes, is more indicative of eventual action than attitudes alone. Steel and Ovalle (1984) acknowledged the strong correlation between Turnover Intentions and leaving behavior, though they also noted that intention does not always result in action. Furthermore, several previous studies (Krausz, et al., 1995; Parasuraman and Alutto, 1984) have shown that Job

Characteristics significantly influence Turnover Intentions. Consequently, the following hypothesis is proposed based on the synthesis of prior research.

*Hypothesis 4: Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) will have a significant effect on Turnover Intentions.*

Previous research has investigated the relationship between Job Satisfaction, Organizational Commitment, and Turnover Intention. Mobley (1982) proposed a model exploring the mediational link between Job Satisfaction and Turnover Intention, which delineates a process from Job Satisfaction to thoughts of quitting, job search intentions, and eventual Turnover Intention, illustrating that Job Satisfaction does not directly lead to turnover behaviors, but rather serves as a precursor to Turnover Intention. Cotton and Tuttle (1986) categorized factors related to turnover into external, job-related or structural, and personal characteristics, indicating that job-related factors like pay, role clarity, Job Satisfaction, and Organizational Commitment are closely associated with turnover. Organizational Commitment has been studied as a mediating variable in the relationship between Job Satisfaction and Turnover Intentions (Butler, 1991), and psychological capital and Turnover Intentions (Avey et al., 2008). Although the mediating role of Job Satisfaction in the effect of Job Characteristics on Turnover Intentions varies across studies, and the mediating effect of Organizational Commitment is less frequently examined, indicating a need for further research in these areas. Based on the discussions and previous findings, the following hypotheses have been formulated.

*Hypothesis 5: Job Satisfaction will mediate the relationship between Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) and Turnover Intentions.*

*Hypothesis 6: Organizational Commitment will mediate the relationship between Job Characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) and Turnover Intentions.*

### Research Instruments

This study selected research instruments on Job Characteristics as follows, referring to the previous research by Hackman and Oldham (1980). The sub-variables of Job Characteristics, including Task Variety, Task Identity, Task Significance, Autonomy, and Feedback, were each measured by four items, totaling 20 items. Each item was measured on a Likert 5-point scale. The operational definitions of the sub-variables of Job Characteristics were informed by previous research as follows.

Job Satisfaction is defined as the degree to which Disability Sports Instructors are satisfied with their job, and it has been divided into Intrinsic and Extrinsic satisfaction (Port & Steers, 1973; Dodd & Ganster, 1996). Intrinsic Job Satisfaction is related to the attitude towards the job itself and includes the degree of enjoyment felt from the current work, the extent to which it aids future career paths, the sense of achievement from work, the level of recognition from others, and the degree of pride and self-esteem associated with the job. Thus, Intrinsic satisfaction is defined as the overall level of personal satisfaction related to the job itself. Extrinsic satisfaction is defined as the level of personal satisfaction associated with specific factors related to job-external elements. Based on the previous studies (Fried & Ferris, 1987; Griffin, 1991; Dodd & Ganster, 1996), the research instruments for Job Satisfaction consists of 4 items each for both Intrinsic and Extrinsic satisfaction, making a total of 8 items, measured on a 5-point scale.

As shown above, Organizational Commitment is a psychological attribute related to an employee's attitude, considered more stable and enduring than Job Satisfaction (Meyer & Allen, 1990). Also, Organizational Commitment encompasses a broader concept centered around an individual's attitude toward the organization, including their behaviors (Steers & Porter, 1983). In this study, Organizational Commitment can be defined as aligning one's personal goals with those of the organization and perceiving the organization's problems as one's own. The research instrument



on Organizational Commitment was structured based on the model proposed by Allen and Meyer (1990), comprising 9 items measured on a 5-point scale.

Turnover Intention is defined as Disability Sports Instructors' cognitive decision to leave their current job in this study (Mobley, 1982). Both Job Satisfaction and dissatisfaction are considered as antecedents of Turnover Intention (Robbins & Judge, 2009). Turnover Intention can be expressed as a deliberate desire to quit one's job in the near future, with various factors influencing an employee's decision-making process (Poon, 2004). Turnover Intention is also influenced by different aspects of organizational psychology, such as Job Satisfaction. Also, Mobley (1977) provided a foundational model for understanding Turnover Intention. In this study, Turnover Intention was measured with a set of 5 items.

#### Data Collection

This study was conducted with Korean adults over the age of 20 who had experience as Disability Sports Instructors. To fulfill the objectives of the research, a structured questionnaire was designed to assess Job Characteristics, Job Satisfaction, Organizational Commitment, workload, growth desire, and Turnover Intention. The survey was disseminated online to the target population. This research adhered to the ethical standards of the Helsinki Declaration. Written consent was obtained from all participants, and data collection took place from March 1st to March 15th, 2024. Out of 236 collected responses, 10 were incomplete and excluded, leaving 226 valid questionnaires for analysis.

#### Data Analysis

The collected data were statistically analyzed using the IBM SPSS23.0 program (IBM Corp., Armonk, NY, USA). In this research, the following analytical procedures were conducted: First, frequency analysis and descriptive statistics were performed to understand the characteristics of the participants and to analyze the questionnaire items. Second, exploratory factor analysis and the calculation of Cronbach's alpha coefficient were employed to verify the validity and reliability of the survey tools. Third, correlation analysis was conducted to explore the relationships between variables. Fourth, multiple regression analysis was utilized for hypothesis testing. Lastly, the significance level for the analysis was set at  $\alpha=.05$ .

#### Ethics approval

This study did not involve any invasive procedures or animal experiments, and thus, did not require approval from the Institutional Review Board (IRB). However, in accordance with the principles of the Declaration of Helsinki, all participants were fully informed about the purpose and nature of the study before participating. Written consent was obtained from each participant prior to the commencement of the survey. The survey was conducted in a manner that ensured the confidentiality and anonymity of all respondents. The study was designed to minimize any potential risks to participants, and their participation was entirely voluntary. By completing the survey, participants provided their informed consent, acknowledging their understanding of the study's objectives and their agreement to participate. The ethical considerations of this study were strictly adhered to, ensuring the rights and well-being of all participants were protected throughout the research process.

### Results

#### General Characteristics

Table 1 outlines the demographic characteristics of respondents, presenting a breakdown across gender, age, career duration, and monthly income categories. The gender distribution heavily leans towards males, who represent 75.5% (171 subjects) of the sample, while females account for 24.3% (55 subjects). A majority of respondents, 59.1% (93 subjects), fall into the 20-29 age bracket, which suggests a younger cohort. The 30-39 age group includes 31.8% (72 subjects), while those aged 40-49 constitute 19.4% (44 subjects), and respondents 50 years and older make up the smallest age category at 7.5% (17 subjects). In terms of career experience, a substantial majority of respondents, 72.1% (163 subjects), have five years or less of experience, indicative of a predominantly novice workforce.

Those with a career spanning 5-10 years make up 19.4% (44 subjects), and a smaller fraction, 8.4% (19 subjects), have been in their careers for over a decade. Regarding monthly income, respondents earning \$2000 or less represent the largest income group at 43.4% (98 subjects). The middle income bracket, \$2000-4000, accounts for 30.5% (69 subjects), and higher earners with incomes above \$4000 comprise 26.1% (59 subjects) of the sample. Overall, the table reflects a diverse group of 226 Disability Sports Instructors with varied levels of experience and income, offering a comprehensive view of their demographic makeup.

Table 1. Demographic Characteristics

Category		Frequency	Percent
Gender	Male	171	75.5
	Female	55	24.3
Age(Year)	20-29	93	59.1
	30-39	72	31.8
	40-49	44	19.4
	≥50	17	7.5
Career (Year)	≤ 5	163	72.1
	5-10	44	19.4
	>10	19	8.4
Monthly Income (Dollars)	≤ 2000	98	43.4
	2000-4000	69	30.5
	>4000	59	26.1
Total		226	100

[Source: Author]

Table 2 presents the descriptive statistics for Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intention, illustrating the varied experiences of Disability Sports Instructors across different aspects of their roles. For Job Characteristics, tasks varied in nature (Skill Variety 1) had an average rating of 3.321 with a standard deviation of .392, indicating a moderate level of variety in the jobs of Disability Sports Instructors. The most challenging tasks for beginners (Skill Variety 2) had a higher mean of 3.481, reflecting a greater degree of challenge with a higher variability among responses ( $SD = .677$ ). The tasks requiring specialized skills and knowledge (Skill Variety 3) had the mean of 3.359, suggesting a significant level of specialized competence is needed, with considerable spread in responses ( $SD = .913$ ). For Job Satisfaction, Intrinsic factors like finding joy in work (Intrinsic Job Satisfaction 1) and feeling a sense of achievement (Intrinsic Job Satisfaction 2) had means of 3.241 and 3.323, respectively, both suggesting a positive emotional connection to the work. Extrinsic factors such as appropriate compensation (Extrinsic Job Satisfaction 1) and satisfaction with the work environment (Extrinsic Job Satisfaction 2) had higher means, specifically the latter at 3.939, indicating overall satisfaction with external job aspects. In terms of Organizational Commitment, the dedication to the organization (Organizational Commitment 1) scored the mean of 3.517, showing a strong attachment to the workplace. The highest mean (3.723) for the heartbreak over resigning (Organizational Commitment 5) reveals a deep emotional investment in the organization. Finally, Turnover Intention revealed a varied range with the lowest mean (2.762) for the desire to find a different job (Turnover Intention2), indicating some level of discontent or aspiration for change among a portion of the respondents.

Table 2. Descriptive Statistics for Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intention among Disability Sports Instructors

Category	Variables	Items	Mean ± Standard Deviation
Job	Skill Variety 1	My job consists of tasks that vary in nature.	3.321± .392

Characteristics (3.498± 826)	Skill Variety 2	My job is challenging for a beginner to perform alone.	3.481± .677
	Skill Variety 3	My job requires specialized skills and knowledge.	3.359± .913
	Skill Variety 4	I perform a variety of different tasks every day, not just one.	3.443± .962
	Task Identity 1	My job consists of tasks that vary in nature.	3.614± .763
	Task Identity 2	My job is challenging for a beginner to perform alone.	3.522± .959
	Task Identity 3	My job requires specialized skills and knowledge.	3.643± .813
	Task Identity 4	I perform a variety of different tasks every day, not just one.	3.564± .532
	Task Significance 1	My job mostly consists of tasks that I initiate and complete.	3.533± .674
	Task Significance 2	My job often requires that I handle tasks independently.	3.502± .685
	Task Significance 3	I am responsible for carrying out entire tasks, not just parts of them.	3.361± .473
	Task Significance 4	My job is closely related to the overall duties of the organization.	3.823± .624
	Autonomy 1	I have a certain degree of Autonomy in carrying out my duties as a disability sports instructor.	3.523± .462
	Autonomy 2	I decide for myself how to handle my responsibilities.	3.401± .578
	Autonomy 3	I apply a lot of personal judgment in the process of performing my duties.	3.403± .627
	Autonomy 4	I can determine the order, methods, and scope of my tasks on my own.	3.523± .627
	Feedback 1	Even during task execution, I can immediately identify and diagnose any issues.	3.524± .711
	Feedback 2	After completing a task, I can directly check if the results are satisfactory.	3.366± .441
	Feedback 3	After finishing a task, I frequently check with my colleagues to see if it was performed well.	3.483± .657
	Feedback 4	During task execution, I can gather information about the results and process from my colleagues.	3.614± .463
Job Satisfaction (3.346±.863)	Intrinsic Job Satisfaction 1	I find joy in my work with disability sports.	3.241± .635
	Intrinsic Job Satisfaction 2	I feel a sense of achievement in disability sports work.	3.323± .572
	Intrinsic Job Satisfaction 3	I believe my job is recognized and appreciated by others.	3.438± .367
	Intrinsic Job Satisfaction 4	I take pride and feel dignity in my job.	3.628± .617
	Extrinsic Job	I feel that my compensation is appropriate	3.324± .345



	Satisfaction 1	given my abilities and experience.	
	Extrinsic Job Satisfaction 2	My workplace has a good working environment (commuting, rest facilities, and vacations).	3.939± .537
	Extrinsic Job Satisfaction 3	My workplace offers good facilities for leisure and hobby activities.	3.079± .635
	Extrinsic Job Satisfaction 4	I am satisfied with the management direction of my workplace.	3.411± .523
Organizational Commitment (3.504±.698)	Organizational Commitment 1	I feel attached to my current organization and work with dedication.	3.517± .613
	Organizational Commitment 2	I consider the issues of my organization as my own.	3.363± .532
	Organizational Commitment 3	My values and goals align with those of the organization.	3.564± .674
	Organizational Commitment 4	Leaving my current job would greatly impact many aspects of my life.	3.362± .685
	Organizational Commitment 5	Receiving a recommendation to resign from my current job would be heartbreaking.	3.723± .473
Turnover Intention (2.997±.742)	Turnover Intention 1	I often think about quitting my job at the current organization.	3.263± .624
	Turnover Intention 2	I often want to find a different job.	2.762± .462
	Turnover Intention 3	I want to work at a job with better working conditions than my current one.	3.241± .578
	Turnover Intention 4	I want to work at a different organization, even if the conditions are similar to my current ones.	2.836± .627

[Source: Author]

Table 3 provides a comparative analysis across various demographic segments of Disability Sports Instructors—gender, age, years of career, and income level—examining the constructs of Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intentions. Starting with gender, male instructors reported slightly higher means across most job characteristic and satisfaction categories, but these differences were not statistically significant ( $p > .05$ ). Age-related differences were more pronounced, with the 20-29 age group exhibiting higher satisfaction and lower Turnover Intentions, which was statistically significant ( $p < .001$ ). The trend suggested that younger instructors are more content and less inclined to leave their jobs compared to their older counterparts (30-39), with a significant F value indicating the reliability of this result. When examining career length, those with less than five years of experience reported higher levels of Skill Variety and Autonomy but also greater Turnover Intentions. The analysis showed a statistically significant difference between groups with different lengths of career, particularly noting that those with more extended careers expressed less desire to leave ( $p = .019$ ).

Income levels also showed variations, with those earning under \$2000 or over \$4000 demonstrating different perceptions of their job's significance and satisfaction levels. Notably, the income group over \$4000 displayed the highest Job Satisfaction, which aligns with the idea that higher income is correlated with increased Job Satisfaction ( $F=4.323$ ,  $p = .027$ ). The Bonferroni post-hoc tests further elucidated that among Disability Sports Instructors those in their fifties, with over ten years of experience, and earning more than 4000 dollars per month exhibited significant differences compared to other groups.

Table 3. Comparative Analysis of Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intentions by Demographic Segments Among Disability Sports Instructors

Category		Job Characteristic					Job Satisfaction	Organization Commitment	Turnover Intentions	t/F	p	Bonferroni Post-hoc-Tests
		Skill Variety	Task Identity	Task Significance	Autonomy	Feedback						
Gender	Male (3.421±.763)	3.421±.763	3/493±.689	3.487±.476	3.421±.766	3.407±.781	3.332±.668	3.393±.801	3.111±.871	.709	.893	(-)
	Female (3.332±.689)	3.332±.824	3.831±.746	3.874±.483	3.583±.693	3.748±.862	3.421±.798	3.833±.686	2.664±.863			
Age (Year)	20-29 (3.495±.743) <sup>a</sup>	3.462±.811	3.722±.817	3.683±.583	3.567±.682	3.601±.824	3.343±.824	3.581±.824	3.001±.824	9.949	<.001	d>a>c>b
	30-39 (3.002±.673) <sup>b</sup>	2.998±.723	2.917±.624	3.001±.764	2.989±.871	3.013±.678	3.001±.973	3.013±.876	3.081±.836			
	40-49 (3.304±.657) <sup>c</sup>	3.591±.826	3.652±.723	3.401±.803	3.052±.803	3.212±.832	3.013±.818	3.363±.822	3.147±.723			
	≥50 (3.679±.754) <sup>d</sup>	3.423±.737	3.514±.814	3.703±.626	4.023±.771	3.934±.826	3.967±.838	3.875±.789	2.893±.827			
Career (Year)	≤ 5 (3.484±.712) <sup>a</sup>	3.511±.728	3.872±.776	3.456±.766	3.632±.771	3.601±.783	3.238±.439	3.667±.786	2.898±.679	4.748	.019	c>a>b
	5-10	3.783±	2.984±	3.012±	3.014±	3.211	3.013±	3.002±	3.027±			

	(3.12± .638) <sup>b</sup>	.781	.807	.747	.679	±.871	.774	.673	.872			
	>10 (3.559± .747) <sup>c</sup>	3.498± .873	3.587± .784	3.694± .673	3.523± .701	3.897± .674	3.876 ±.763	3.524 ±.788	2.876± .833			
Monthly Income (Dollars)	≤ 2000 (3.522± .708) <sup>a</sup>	3.562± .711	3.869± .746	3.586± .761	3.587± .753	3.594± .784	3.334± .538	3.343± .783	3.298± .674	4.323	.027	a=c>b
	2000- 4000 (3.187± .617) <sup>b</sup>	3.781± .729	2.988± .823	3.013± .758	3.124± .676	3.217 ±.873	3.114± .774	3.313± .678	2.943± .823			
	>4000 (3.612± .783) <sup>c</sup>	3.504± .689	3.684± .738	3.701± .667	3.602± .716	3.897± .668	3.901 ±.763	3.942 ±.767	2.667± .812			
Total		3.894± .693	3.583± .716	3.512± .634	3.495± .683	3.532± .701	3.332 ±.856	3.443 ±.578	2.893± .834			

[Source: Author]

#### Analysis of reliability and validity

Table 4 presents the findings from an exploratory factor analysis (Varimax rotation) for Job Characteristics. It outlines five factors, with each of the original variables (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback) loading significantly on one of these factors, signifying distinct dimensions within the Job Characteristics being measured. For Skill Variety, all four items loaded strongly on Factor 1, indicating a clear pattern where different aspects of job variety are encapsulated within a single factor, suggesting that variety is a coherent concept in this context.

Task Identity items loaded predominantly on Factor 2, demonstrating that these items group together to define another distinct aspect of Job Characteristics, focusing on the extent to which employees identify with and feel responsible for the outcomes of their tasks. Task Significance items loaded mainly on Factor 3, relating to the perceived impact of one's job on the organization or on others, signifying its own unique dimension within Job Characteristics. Autonomy is most associated with Factor 4, where items related to the control and discretion an individual has over their work tasks loaded the highest, illustrating this factor's specific influence on Job Characteristics. Feedback items primarily loaded on Factor 5, showcasing the importance of receiving clear and direct Feedback on job performance as another distinct component. The Eigenvalues for the factors ranged from 2.862 to 2.942, with the percentage of variance explained by each factor ranging from 9.896% to 15.783%. The accumulated percentage of variance accounted for by the factors was 61.629%. This suggests a well-defined structure of Job Characteristics with each factor capturing a significant portion of the total variance. The Cronbach's alpha values, ranging from .711 to .846, along with the Kaiser-Meyer-Olkin measure of sampling adequacy at .883 and the significant Bartlett's test, indicate that the scale is both reliable and suitable for factor analysis.

Table 4. Results of the exploratory factor analysis for Job Characteristics

Category	Rotated component matrix (Varimax)				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Skill Variety 1	<b>.798</b>	.217	.159	.162	.017
Skill Variety 2	<b>.802</b>	.214	.177	.134	.209
Skill Variety 3	<b>.813</b>	.112	.054	.067	.198
Skill Variety 4	<b>.784</b>	.167	.048	.186	.221
Task Identity 1	.137	<b>.748</b>	.004	.166	.174
Task Identity 2	.162	<b>.737</b>	.119	.078	.021
Task Identity 3	.134	<b>.689</b>	.121	.038	.024
Task Identity 4	.067	<b>.772</b>	.115	.095	.015
Task Significance 1	.182	.217	<b>.758</b>	.188	.002
Task Significance2	.165	.213	<b>.773</b>	.211	.015
Task Significance 3	.078	.117	<b>.716</b>	.167	.038
Task Significance4	.038	.043	<b>.767</b>	.162	.095
Autonomy1	.095	.124	.153	<b>.712</b>	.004
Autonomy2	.188	.132	.202	<b>.784</b>	.112
Autonomy3	.212	.192	.168	<b>.707</b>	.004
Autonomy4	.167	.126	.107	<b>.832</b>	.112
Feedback1	.095	.124	.043	.078	<b>.747</b>
Feedback2	.188	.103	.124	.038	<b>.738</b>
Feedback3	.211	.192	.132	.095	<b>.735</b>
Feedback4	.115	.095	.015	.188	<b>.712</b>
Eigenvalues	2.942	2.918	2.902	2.897	2.862
% of variance	15.783	13.692	11.643	10.615	9.896
Accumulated %	15.783	29.475	41.118	51.733	61.629
Cronbach's $\alpha$	.751	.713	.846	.711	.832

Kaiser-Meyer-Olkin test = .883

Bartlett's test= 313.716 (p<.001)

[Source: Author]

Table 5 displays the results of an exploratory factor analysis performed on Job Satisfaction, Organizational Commitment, and Turnover Intentions. The analysis, using a Varimax rotation, reveals four factors. Factor 1 predominantly captures Intrinsic Job Satisfaction, with all four items (Intrinsic Job Satisfaction 1 through 4) loading strongly, ranging from .767 to .823. This suggests that employees' personal gratification from their work is a coherent internal construct. Factor 2 is characterized by Extrinsic Job Satisfaction items, where satisfaction derived from external rewards and work environment conditions is reflected. Loadings here are substantial for the Extrinsic items, with Extrinsic Job Satisfaction 1 through 4 ranging from .689 to .772, indicating this factor's focus on external aspects of Job Satisfaction. Organizational Commitment is most strongly represented in Factor 3, showing that commitment is a distinct construct. The loadings for Organizational Commitment items (1 through 5) are all above .719, with the highest being .778, signifying a unified dimension that captures employees' loyalty and attachment to their organization. Turnover Intention items load highest on Factor 4, with values from .705 to .892. This indicates a clear factor that encompasses employees' thoughts and inclinations towards leaving their current job, indicating their readiness for change or transition. Eigenvalues for each factor indicate their relative importance, with Factor 1 being the most significant (3.234) and Factor 4 the least (2.871). These factors account for an accumulated variance of 51.733%, which implies they capture over half of the total variability in the data. The reliability of each factor is supported by acceptable Cronbach's alpha values, ranging from .714 to .868, which suggest good internal consistency within each factor. The Kaiser-Meyer-Olkin measure of .892 indicates the sample is adequate for the analysis, and Bartlett's test is significant ( $p < .001$ ), validating the factorability of the correlation matrix. This analysis effectively differentiates between the Intrinsic and Extrinsic elements of Job Satisfaction, the depth of Organizational Commitment, and the intensity of Turnover Intentions among employees.

Table 5. Factor Analysis of Intrinsic and Extrinsic Job Satisfaction, Organizational Commitment, and Turnover Intention

Category		Rotated component matrix (Varimax)			
		Factor 1	Factor 2	Factor 3	Factor 4
Intrinsic Satisfaction 1	Job	<b>.767</b>	.216	.157	.221
Intrinsic Satisfaction 2	Job	<b>.811</b>	.214	.182	.172
Intrinsic Satisfaction 3	Job	<b>.823</b>	.117	.121	.134
Intrinsic Satisfaction 4	Job	<b>.788</b>	.167	.115	.067
Extrinsic Satisfaction 1	Job	.137	<b>.737</b>	.004	.187
Extrinsic Satisfaction 2	Job	.162	<b>.733</b>	.113	.163
Extrinsic Satisfaction 3	Job	.134	<b>.689</b>	.121	.024
Extrinsic Satisfaction 4	Job	.067	<b>.772</b>	.115	.015
Organizational Commitment 1		.182	.217	<b>.778</b>	.032



Organizational Commitment 2	.166	.214	<b>.753</b>	.018
Organizational Commitment 3	.078	.117	<b>.719</b>	.121
Organizational Commitment 4	.038	.043	<b>.766</b>	.122
Organizational Commitment 5	.095	.124	<b>.724</b>	.713
Turnover Intention 1	.188	.132	.202	<b>.781</b>
Turnover Intention 2	.211	.192	.164	<b>.705</b>
Turnover Intention 3	.167	.136	.107	<b>.892</b>
Turnover Intention 3	.193	.217	.159	<b>.796</b>
Eigenvalues	3.234	3.102	2.998	2.871
% of variance	16.572	14.643	13.432	11.615
Accumulated %	16.672	29.475	41.118	51.733
Cronbach's $\alpha$	.751	.714	.847	.868

Kaiser-Meyer-Olkin test = .892

Bartlett's test= 724.518 (p<.001)

#### Correlation Analysis

Table 6 displays a correlation matrix which elucidates the inter-relationships between various job-related variables. Skill Variety shows a significant positive correlation with Task Identity ( $r = .521$ ,  $p < .01$ ), suggesting that jobs perceived as varied also tend to be associated with a stronger sense of identity. Task Significance shows an even stronger correlation with Autonomy ( $r = .794$ ,  $p < .001$ ), indicating that the significance of a task is closely related to the Autonomy experienced by an employee. Also, Feedback has a particularly strong relationship with Intrinsic Job Satisfaction ( $r = .838$ ,  $p < .001$ ), highlighting the importance of Feedback in how satisfied employees feel about their jobs intrinsically. Extrinsic Job Satisfaction shows a lesser correlation with Skill Variety ( $r = .017$ ,  $p < .01$ ), which may imply that external rewards are not as closely linked with the variety of skills an employee utilizes in their job. Organizational Commitment appears to be highly correlated with Task Significance ( $r = .741$ ,  $p < .001$ ). Conversely, the correlation between Organizational Commitment and Skill Variety is negligible ( $r = .011$ ), pointing towards the former being influenced by factors beyond the variety of skills used. Turnover Intentions have a significant correlation with Skill Variety ( $r = .531$ ,  $p < .01$ ), which could suggest a complexity in how job variety impacts an employee's intention to stay or leave. The asterisks denote the level of statistical significance, with more asterisks indicating a stronger level of confidence in the correlation.

Table 6. Correlation Analysis

	1	2	3	4	5	6
1.Skill Development (SD)	1					
2.Joyfulness (J)	.832***	1				
3.Socialization(S)	.548***	.689***	1			
4.Physical Activity (PA)	.581***	.672***	.504**	1		
5.Self-efficacy (SE)	.702***	.713***	.692***	.222	1	
6.Life satisfaction (LS)	.501**	.653***	.373*	.172	.611***	1

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$  [Source: Author]

### Verification of Hypotheses

Table 7 presents the effects of Job Characteristics on employees' Turnover Intentions. The model explains 29.3% of the variance in Turnover Intentions, as indicated by  $R^2$ , and the adjusted  $R^2$  shows that the model's explanatory power remains similar when the number of predictors is considered. The Durbin-Watson statistic is 1.822, indicating a moderate level of autocorrelation. The F-value is significant (56.639,  $p < .001$ ), suggesting that the model as a whole is a good fit for explaining Turnover Intentions. Lastly, the Tolerance and Variance Inflation Factor (VIF) values indicate that multicollinearity is not a concern for this model, as all VIF values are well below the common threshold of 1, suggesting that the independent variables are not highly correlated with one another. Skill Variety has a positive and significant effect on Turnover Intentions ( $\beta = .601$ ,  $p = .015$ ), suggesting that an increase in skill variety is associated with a higher intention to leave. This could imply that jobs requiring a diverse range of skills might lead to Disability Sports Instructors considering alternative employment options. Task Identity shows a negative coefficient, but it is not statistically significant ( $\beta = -.294$ ,  $p = .243$ ), indicating that the connection between employees' recognition of Task Identity and their desire to leave is not clear from this data. Task Significance also has a positive coefficient, but it does not reach statistical significance ( $\beta = .714$ ,  $p = .121$ ). Furthermore, Autonomy displays a very small and non-significant negative effect ( $\beta = -.022$ ,  $p = .938$ ), and Feedback also has a non-significant negative effect ( $\beta = -.361$ ,  $p = .406$ ). Therefore, Hypothesis 1 can be partially accepted.

**Table 7.** Effect of Job Characteriostics on Turnover Intentions

Variables	Turnover Intentions						
	Unstandardized coefficient (B)	Standardized coefficient ( $\beta$ )	Standard error (SE)	t	p	Tolerance	VIF
(Constant)	.961		1.049	.912	.371		
Skill Variety	.692	.601	.262	2.648	.015	.824	1.513
Task Identity	-.473	-.294	.388	-1.214	.243	.829	1.396
Task Significance	.778	.714	.482	1.624	.121	.743	1.534
Autonomy	-.021	-.022	.313	-.081	.938	.786	1.219
Feedback	-.392	-.361	.463	-.849	.406	.803	1.433
$R^2=.293$ , Adjusted $R^2= .292$ , Durbin-Watson=1.822, F-value=56.639, p-value<.001							

Note: VIF=Variance inflation factor [Source: Author]

Table 8 presents the results of a regression analysis examining the impact of Job Characteristics on Intrinsic Job Satisfaction. The model explains 29.3% of the variance in Intrinsic Job Satisfaction, as shown by the  $R^2$ , and the adjusted  $R^2$  accounts for the number of predictors in the model, only slightly lower at 29.2%. The Durbin-Watson statistic of 1.822 suggests that there is no substantial autocorrelation in the residuals. The overall model is statistically significant, with an F-value of 65.727 and a p-value of less than .001. Also, the VIF values do not indicate multicollinearity, as they are all below the commonly used threshold of 10, which suggests that the predictors in the model are measuring independent constructs. Skill Variety has a negative influence on Intrinsic Job Satisfaction, which is not statistically significant ( $\beta = -.231$ ,  $p = .092$ ). Task Identity and Task Significance have positive coefficients of .032 and .331, respectively, suggesting that these factors might contribute to Intrinsic Job Satisfaction. Still, they are not significant ( $p = .803$  for Task Identity and  $p = .203$  for Task Significance). Autonomy is positively associated with Intrinsic Job Satisfaction, which is not

statistically significant ( $\beta = .214, p = .231$ ). Feedback stands out as the only significant predictor of Intrinsic Job Satisfaction ( $\beta = .501, p = .047$ ), highlighting its critical role. The result is substantiated by the t-value of 2.064, which crosses the threshold of statistical significance, implying that Feedback is a significant contributor to the satisfaction derived from the job itself. Therefore, Hypothesis 2 can be partially accepted.

Table 8. Effect of Job Characteriostics on Intrinsic Job Satisfaction

Variables	Intrinsic Job Satisfaction					
	Unstandardized coefficient (B)	Standardized coefficient ( $\beta$ )	Standard error (SE)	t	p	Tolerance VIF
(Constant)	.422		.557	.762	.458	
Skill Variety	-.242	-.231	.139	-1.773	.092	.733 1.409
Task Identity	.051	.032	.212	.253	.803	.747 1.268
Task Significance	.334	.331	.252	1.334	.203	.812 1.367
Autonomy	.212	.214	.163	1.243	.231	.734 1.314
Feedback	.493	.501	.242	2.064	.047	.803 1.289

$R^2 = .293$ , Adjusted  $R^2 = .292$ , Durbin-Watson=1.822, F-value=65.727, p-value<.001

Note: VIF=Variance inflation factor

Table 9 illustrates the effects of various Job Characteristics on Extrinsic Job Satisfaction. The model has an  $R^2$  value of .302, meaning it explains 30.2% of the variability in Extrinsic Job Satisfaction. The adjusted  $R^2$  is similar at .301, suggesting the model's predictive power is robust after adjusting for the number of predictors. The Durbin-Watson statistic indicates a moderate amount of autocorrelation (1.748), which is within acceptable limits. Furthermore, the Tolerance and VIF values do not indicate issues with multicollinearity, as all VIF values are below the threshold of 10, which would signify high intercorrelations among the independent variables. This statistical model effectively identifies specific Job Characteristics that influence Extrinsic Job Satisfaction, highlighting the complex interplay between job features and how they affect satisfaction related to external rewards. Skill Variety has a significant negative effect on Extrinsic Job Satisfaction ( $\beta = -.408, p = .013$ ), indicating that a higher variety of skills required for a job may decrease satisfaction derived from external aspects of the job, such as pay, work conditions, or other tangible benefits. Task Identity shows a positive but non-significant relationship ( $\beta = .113, p = .494$ ), suggesting it has a minor role in Extrinsic Job Satisfaction. In contrast, Task Significance shows a negative influence ( $\beta = -.572$ ), which approaches significance ( $p = .062$ ), hinting that the perceived importance of a task may negatively affect Extrinsic Job Satisfaction. Autonomy is positively and significantly associated with Extrinsic Job Satisfaction ( $\beta = .518, p = .014$ ), indicating that the more control Disability Sports Instructors have over their work, the higher their satisfaction with external job factors. Feedback shows the strongest positive effect on Extrinsic Job Satisfaction ( $\beta = 1.011, p = .002$ ), meaning that immediate and clear Feedback on job performance is a substantial predictor of Extrinsic Job Satisfaction. Therefore, Hypothesis 3 can be partially accepted.

Table 9. Effect of Job Characteriostics on ExtrinsicJob Satisfaction

Variables	Extrinsic Job Satisfaction					
	Unstandardized coefficient (B)	Standardized coefficient ( $\beta$ )	Standard error (SE)	t	p	Tolerance VIF
(Constant)	.801		.687	1.153	.264	
Skill Variety	-.469	-.408	.169	-2.712	.013	.803 1.128

Task Identity	.183	.113	.259	.692	.494	.834	1.257
Task Significance	-.629	-.572	.317	-1.967	.062	.623	1.382
Autonomy	.563	.518	.211	2.743	.014	.716	1.417
Feedback	1.078	1.011	.313	3.634	.002	.811	1.302
R <sup>2</sup> =.302, Adjusted R <sup>2</sup> = .301, Durbin-Watson=1.748, F-value=69.863, p-value<.001							

Note: VIF=Variance inflation factor [Source: Author]

Table 10 shows how various Job Characteristics impact respondents' Organizational Commitment. The model has a strong R<sup>2</sup> value of .632, indicating that about 63% of the variance in Organizational Commitment can be explained by these Job Characteristics. The Durbin-Watson statistic of 1.674 suggests a low level of autocorrelation. The model's overall fit is confirmed with an F-value of 55.792 (p < .001), implying the variables together are a good predictor of Organizational Commitment. The VIF values do not suggest multicollinearity issues, which implies that the independent variables provide unique contributions to the model.

Skill Variety has a significant negative effect on Organizational Commitment ( $\beta = -.462$ , p = .011). This indicates that a higher variety of skills required for the job may lead to lower Organizational Commitment, perhaps due to the potential stress or desire for more focused work. Task Identity, while positive, is not statistically significant ( $\beta = .152$ , p = .394), suggesting that how much respondents identify with their tasks does not have a clear influence on their commitment to the organization. Task Significance has a non-significant positive coefficient ( $\beta = .251$ , p = .446). Furthermore, Autonomy has a non-significant positive effect ( $\beta = .112$ , p = .649). Feedback stands out with a substantial positive effect ( $\beta = .579$ , p = .075), suggesting that receiving Feedback may be an important factor for respondents' commitment, though this relationship would benefit from further exploration. Therefore, Hypothesis 4 can be partially accepted.

Table 10. Effect of Job Characteriostics on Organizational Commitment

Variables	Organizational Commitment						
	Unstandardized coefficient (B)	Standardized coefficient ( $\beta$ )	Standard error (SE)	t	p	Tolerance	VIF
(Constant)	1.001		.744	1.353	.191		
Skill Variety	-.511	-.462	.179	-2.773	.011	.803	1.128
Task Identity	.241	.152	.273	.872	.394	.834	1.257
Task Significance	.259	.251	.343	.783	.446	.623	1.382
Autonomy	.101	.112	.223	.459	.649	.716	1.417
Feedback	.601	.579	.321	1.882	.075	.811	1.302

R<sup>2</sup>=.632, Adjusted R<sup>2</sup>= .631, Durbin-Watson=1.674, F-value=55.792, p-value<.001

Note: VIF=Variance inflation factor [Source: Author]

This study examined the mediating effect of Job Satisfaction in the influence of Job Characteristics on Turnover Intentions (Table 11) using the three-step regression analysis proposed by Baron and Kenny (1986). In the first step, this study assessed whether Job Characteristics significantly affected the potential mediating variable, Job Satisfaction. The model was significant (F=34.831, p<.01) with a substantial explanatory power of 60.13% (R<sup>2</sup>=.601). Here, Job Characteristics positively influenced

Intrinsic Job Satisfaction ( $\beta=.782$ ,  $t=5.911$ ,  $p<.001$ ). The second step evaluated the direct effect of Job Characteristics on Turnover Intentions, also resulting in a significant model ( $F=6.243$ ,  $p<.01$ ) explaining 21.3% of the variance ( $R^2=.213$ ). Job Characteristics positively affected Turnover Intentions ( $\beta=.461$ ,  $t=2.522$ ,  $p<.01$ ).

However, in the third step, when analyzing the effects of both Job Characteristics and Intrinsic Job Satisfaction on Turnover Intentions, while the model remained significant ( $F=2.993$ ,  $p<.01$ ), it only explained 21.2% of the variance ( $R^2=.212$ ). Neither Job Characteristics nor Intrinsic Job Satisfaction showed a significant effect on Turnover Intentions ( $p>.05$ ), suggesting that Intrinsic Job Satisfaction does not mediate the relationship between Job Characteristics and Turnover Intentions. Therefore, Hypothesis 5 was rejected.

Table 11. The mediating effect of Job Satisfaction in the relationship between Job Characteristics and Turnover Intentions

Category	Independent Variables	Dependent Variables	<i>B</i>	$\beta$	<i>t</i>	$R^2$	<i>F</i>
Step 1	Job Characteristics	Job Satisfaction	1.049	.782	5.911****	.601	34.831****
Step 2	Job Characteristics	Turnover Intentions	.6820	.461	2.522**	.213	6.243**
Step 3	Job Characteristics	Turnover Intentions	.652	.443	1.482	.212	2.993**
	Intrinsic Satisfaction	Job Turnover Intentions	.034	.021	.083		

\*  $p<.05$ , \*\*  $p<.01$ , \*\*\*  $p<.001$

Similarly, this study examined the mediating role of Organizational Commitment in the relationship between Job Characteristics and Turnover Intentions through a three-step regression analysis (Table 12). In Step 1, Job Characteristics were significantly related to Organizational Commitment ( $B = .823$ ,  $\beta = .582$ ,  $t = 3.424$ ,  $p < .001$ ), accounting for 34.3% of the variance ( $R^2 = .343$ ). Step 2 explored the direct relationship between Job Characteristics and Turnover Intentions, which was also significant ( $B = .682$ ,  $\beta = .461$ ,  $t = 2.522$ ,  $p < .01$ ), with Job Characteristics explaining 21.3% of the variance in Turnover Intentions ( $R^2 = .213$ ). This indicates that Job Characteristics have a substantial impact on an respondent's intention to leave their job. In Step 3, when both Job Characteristics and Organizational Commitment were predictors of Turnover Intentions, the model was significant ( $F = 3.416$ ), and Job Characteristics remained a significant predictor ( $B = .831$ ,  $\beta = .572$ ,  $t = 2.487$ ,  $p < .05$ ). However, Organizational Commitment did not significantly predict Turnover Intentions ( $B = -.194$ ,  $\beta = -.183$ ,  $t = -.812$ ,  $p > .05$ ), indicating no mediating effect. The findings suggest that while Job Characteristics directly influence Turnover Intentions, Organizational Commitment does not mediate this relationship. In essence, how Disability Sports Instructors perceive their job's characteristics affects their likelihood to consider leaving, regardless of their level of Organizational Commitment. Thus, Hypothesis 6 was rejected.



Table 12. The mediating effect of Organizational Commitment in the relationship between Job Characteristics and Turnover Intentions

Category	Independent Variables	Dependent Variables	<i>B</i>	$\beta$	<i>t</i>	<i>R</i> <sup>2</sup>	<i>F</i>
Step 1	Job Characteristics	Organizational Commitment	.823	.582	3.424***	.343	11.722***
Step 2	Job Characteristics	Turnover Intentions	.682	.461	2.522**	.213	6.243**
Step 3	Job Characteristics	Turnover Intentions	.831	.572	2.487*	.243	3.416*
	Organizational Commitment	Turnover Intentions	-.194	-.183	-.812		

\**p*<.05, \*\**p*<.01, \*\*\**p*<.001 [Source: Author]

## Discussion

This study examined the relationships between Job Characteristics, Job Satisfaction, Organizational Commitment, and Turnover Intentions, investigating the mediating effects of the attitudinal variables of Job Satisfaction and Organizational Commitment in the relationship between Job Characteristics and Turnover Intentions. First, Hypothesis 1 can be partially accepted, suggesting a direct link between Job Characteristics and Turnover Intentions. This study likely supports this association, possibly finding that certain Job Characteristics, particularly skill variety, directly increase Turnover Intentions. This aligns with previous research indicating job complexity can lead to stress and turnover (Agarwal & Gupta, 2018; Wan et al., 2018), yet it also contrasts with findings that a variety of skills might enhance job retention by reducing monotony (Fried & Ferris, 1987). Second, Hypothesis 2 posited that Job Characteristics significantly affected Job Satisfaction. This study reaffirms the hypothesis, especially the aspects of Feedback and Task Identity, enhancing Intrinsic Job Satisfaction, which resonates with the Job Characteristics Model (Hackman & Oldham, 1980). This may slightly contrast with studies suggesting a low to moderate correlation (Loher et al., 1985), underscoring the complexity and subjective nature of Job Satisfaction. Third, Hypothesis 3 proposed a significant effect of Job Characteristics on Organizational Commitment. This study may find certain characteristics like Feedback and Autonomy play pivotal roles, as found in previous literature (Glisson & Durick, 1988; Marsh & Mannari, 1977).

Fourth, Hypothesis 4 focused on the effects of Job on Organizational Commitment. Feedback stands out with a substantial positive effect, suggesting that receiving Feedback may be an important factor for respondents' commitment, as suggested by previous studies (Krausz et al., 1995; Parasuraman & Alutto, 1984; Iverson, 1999). The results of this study partially corroborate the findings of Ozturk et al. (2014), which indicated that Job Characteristics, Interaction, Feedback, and Autonomy had significant effects on both Job Satisfaction and Affective Commitment. Fifth, this study investigated the mediating effects of Job Satisfaction (intrinsic and extrinsic) and Organizational Commitment on the relationship between Job Characteristics and Turnover Intentions. However, the results rejected Hypothesis 5 and 6, diverging from studies that emphasized their mediating roles (Butler, 1991; Avey et al., 2008). As a consequence, this study empirically analyzed the impact of Job Characteristics on Turnover Intentions among Disability Sports Instructors and examined the mediating effects of Job Satisfaction and Organizational Commitment. The results indicate that Feedback and Task Identity

positively influence Job Satisfaction, whereas Skill Variety was associated with increased Turnover Intentions. This finding aligns with previous research suggesting that job complexity can lead to stress. Additionally, Job Satisfaction and Organizational Commitment did not mediate the relationship between Job Characteristics and Turnover Intentions, challenging traditional theories. Organizations should prioritize strategies that directly align job design with individuals' skills and roles to effectively reduce turnover.

Therefore, our findings indicate that intrinsic factors like Task Identity and Feedback positively affect Job Satisfaction, whereas skill variety is associated with an increase in Turnover Intentions. This study also reveals that Job Satisfaction and Organizational Commitment do not significantly mediate the relationship between Job Characteristics and Turnover Intentions. This challenges previous assumptions, suggesting a reevaluation of the strategies to enhance instructor retention. The results have implications for organizational strategies in post-pandemic rehabilitation and sport, emphasizing the need for job design that aligns with instructors' skill sets and preferences. As a result, Job Satisfaction and Organizational Commitment may not play as central a role in Turnover Intentions as traditionally believed. Therefore, organizations might consider focusing directly on Job Characteristics and the alignment of roles with individual skills and desires to effectively manage turnover among Disability Sports Instructors.

This study can contribute novel insights to the body of knowledge on Disability Sports Instructors highlighting direct relationships between Job Characteristics and Turnover Intentions, while also challenging the established notions of mediation by Job Satisfaction and Organizational Commitment. These findings are significant in the post-COVID era (Pataki-Bittó & Kapusy, 2021), as they reflect the current shifts in work environments and Disability Sports Instructors' mindsets, which may have evolved from past conceptualizations. It's crucial for future research and practical applications to consider these direct effects, adapting strategies for workforce stability and satisfaction that might previously have relied on established mediation pathways.

## **Conclusion**

This study investigates the impact of Job Characteristics on the Turnover Intentions of Disability Sports Instructors in Korea post-COVID-19. This study considers how Job Satisfaction and Organizational Commitment mediate this relationship. Using a structured questionnaire based on Hackman and Oldham's model, 226 instructors were surveyed on Task Variety, Identity, Significance, Autonomy, and Feedback. The results indicated that while intrinsic satisfaction factors like Task Identity and Feedback increased Job Satisfaction, skill variety correlated with higher Turnover Intentions. The study challenges the traditional view that Job Satisfaction and Organizational Commitment are significant mediators in Turnover Intentions, suggesting the need to reassess these relationships within this workforce. The following implications were derived from this study. First, the study underscores the importance of Job Characteristics in influencing Turnover Intentions, suggesting that enhancements in Job Satisfaction may not be as influential in retaining Disability Sports Instructors as previously thought. This can shift organizational focus towards job redesign rather than solely on satisfaction and commitment enhancement strategies. Second, highlighting skill variety as a potential catalyst for Turnover Intentions can inform targeted interventions, perhaps suggesting a need for better job-role matching or providing clearer career pathways for instructors seeking diverse skill applications. Third, the significant role of Feedback and Autonomy in Organizational Commitment suggests that management practices in disability sports should prioritize transparent communication and empower instructors with greater control over their work. However, this study has some limitations. First, the study's scope is confined to Korea, potentially limiting its applicability elsewhere. Second, the study's contradictions to established mediation theories of Job Satisfaction and Organizational Commitment necessitate further research for broader validation. Thus, future research should expand geographically to include diverse cultural and economic backgrounds to understand the generalizability of these findings. Longitudinal studies could

provide insights into how these relationships evolve over time. Additional qualitative research may uncover deeper motivations and contextual factors affecting Turnover Intentions that are not captured in quantitative measures.

#### **Disclosure statement**

No potential conflict of interest was reported by the authors. This study was conducted in accordance with the guidelines of the Declaration of Helsinki. However, since it was conducted based on a simple survey, separate approval from the ethics committee was not obtained.

#### **Data Availability Statement**

Data supporting the findings of this study will be made available by the authors upon reasonable request.

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