The Effects of Employment Opportunity on Organizational Commitment and Intention to Quit in China's IT Outsourcing Industry

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A B S T R A C T

Although India has dominated the global IT outsourcing market over the past few decades, China has picked up momentum and is rapidly catching up. As China threatens the Indian monopoly on IT outsourcing, the Chinese success in this area is threatened by high employee turnover. To provide insights to the key factors that impact turnover intention, this research examined the moderating effects of employment opportunity on the impact of organizational commitment on intention to quit of IT outsourcing professionals in China.A quantitative methodology was employed to collect and analyze data from 292 participants who completed a questionnaire through a self-administrated Internet survey. The questionnaire design comprised organizational commitment items from Wang's (2004) five-component commitment model, and items for employment opportunity and intention to quit from Peters et al. (1981).Findings suggest that organizational commitment have a negative and significant influence on intention to quit, while employment opportunity has a positive and significant influence on intention to quit. However, the regression analysis results revealed that employment opportunity does not have a significant moderating effect on the impact of organizational commitment on intention to quit.Other findings are that Wang's (2004) five-component commitment model can be successfully extended to China's IT outsourcing sector.The research adds to the existing body of knowledge in the field by providing a greater understanding of the key factors that impact turnover from the perspective of IT outsourcing professionals in China. However, the sample size relative to China's huge IT outsourcing population may be considered insufficient to generalize the study's findings to other jurisdictions. Accordingly, it is recommended that future related research should use a larger sample size to conduct a cross-cultural study. And, since there might be relationships among the variables other than those identified in this research, it is further recommended to develop a more comprehensive turnover model for IT outsourcing professionals in China.

Introduction

For the past few decades IT outsourcing has been one of the most popular industries in India and that country has had the lion's share of the sector's international market (Budhwar, 2001). However, China's software services sector is growing rapidly (Kearney, 2011) as the country's advanced IT infrastructure, competitive cost and large pool of IT talent become increasingly attractive to both domestic and international clients. This growth has been partly fuelled by the many multinational companies that established or increased their presence in China after the country entered the World Trade Organization (Zhang & Wallace, 2008). Nevertheless, the rate of China's nationwide employee turnover has been increasing every single year over the past decade and the employee turnover rate in 2011 reached 26.3% (AmCham, 2012).

Organizational commitment has been widely studied as part of Western management research (Meyer et al., 2002). The study by Pare', Tremblay, and Lalonde (2001) suggested that organizational commitment is a key precursor of turnover intent and is negatively correlated to turnover intention. Meyer and Allen (1991) identified three comprehensive and distinctive dimensions of organizational commitment, affective, continuance, and normative, and is now the most widely used multidimensional construct in commitment research. Mowday, Steers, and Porter (1979) used an Organizational Commitment Questionnaire (OCQ) for organizational commitment measurements in a number of studies. Organizational commitment researchers have accepted the conceptualization and measurements proposed by Meyer and Allen (1991) and Mowday, Porter, and Steers (1982). Yousef (2003) performed a comprehensive evaluation of the evidence

relevant for validation of the construct through the testing of 1000 cases.Perceived employment opportunity is defined as the consideration of career options based upon an individual's perception of job options that they can obtain (Feldman &Bolino, 1996). Ease of movement is the availability of jobs in organizations and its visibility to the individual (March & Simon, 1958). Trevor (2001) suggested that an individual's ease of movement is important in voluntary turnover research and that ease of movement is simultaneously determined by market-level general job availability and an individual's characteristics. Based on the idea of retention, most employees will tend to stay with their job if it fulfils them and if they think that there are not many other employment opportunities in the market (March & Simon, 1958).

Ling, Fang, and Zhang (2002) argued that organizational commitment models developed in western countries were not appropriate to be generalized in China. There are research studies showing that Wang's (2004) model is more appropriate for measuring employee commitment in China. However, it appears that no study has been conducted using Wang's five-component model under IT outsourcing industry in China. This study therefore analysed the organizational commitment construct in China using Wang's five-component model.

This research surveyed IT outsourcing professionals about turnover factors from their perspective as employees. It examined the effects of both organizational commitment and employment opportunity to intent to quit and also the moderating effect of employment opportunity on the impact of organizational commitment on intention to quit of IT outsourcing professionals in China. The purpose was to provide insights for decision makers to formulate better

employee retention strategies.The study population was limited to IT outsourcing professionals working in China. The research involved randomly inviting 5,000 IT outsourcing professionals from IT outsourcing-related public websites and databases in China to participate in an on-line anonymous questionnaire survey.

Literature Review and Hypotheses Development

China as the Rising Dragon in Global IT Outsourcing

As a result of the steady disappearance of cross-border trade barriers over the past twenty years, together with the onset of more sophisticated information and communication technologies, global outsourcing has become a common and financially viable business strategy (Blinder, 2006). Work is outsourced to achieve a variety of benefits such as timely access to highly qualified technical talent, reduction of transit time to market, alleviation of cost pressures, speed of innovation, and deployment of existing IT resources to more strategic projects. Consequently, outsourcing services offshore has become a trend that has been referred to as the next industrial revolution (Blinder, 2006). Gartner (2012a) stated that the information technology outsourcing revenue was $228.7 billion in 2010, $246.6 billion in 2011 and $251 billion in 2012. India has been the preferred international IT location for outsourcing, but China is catching up fast and has been the second most preferred destination since 2003 (Kearney, 2011). Providers increased their marketing budgets in 2012, with those in India and China spending much more than those in the U.S. and Europe (Gartner, 2012b).

Because of the fast growing IT outsourcing industry in China, the stability and low turnover rate of employees become one of the significant factors in maintaining healthy development of this industry. Organisation commitment definitely is an important issue to be studied in order to reduce turnover rate.

Organizational commitment

Organizational commitment has been widely studied as part of Western management research (Meyer et al., 2002) and has been defined as employee's attitude to participate in his or her organization (Mowday, Porter, & Steers, 1982). As a generic definition, organizational commitment is the bond between the employee and the organization (Mowday et al., 1982).

Core framework of organizational commitment in a western context

The earliest study of organizational commitment was done by Etzioni (1961), who suggested a typology based on a model of member compliance with organizational directives. Organizations have authority over their employees in three forms of involvement: moral, calculative, and alienative (Etzioni, 1961). Hall, Schneider, and Nygren (1970) described organizational commitment as the process of sharing integrated and congruent goals between individual and organization. Sheldon (1971) conceptualized organizational commitment as the positive assessment of an organization and employees' intention to accomplish organization objectives. One of the most commonly used definitions was introduced by Mowday et al. (1982, p.47) who described employee commitment to an organization as an unfolding process of "self-reinforcing cycles of attitudes and behaviours" that strengthen over time.

Meyer and Allen (1991) identified three comprehensive and distinctive dimensions of organizational commitment, affective, continuance, and normative, and is now the most widely used multidimensional construct in commitment research. Affective commitment is a common and acceptable approach to organizational commitment in which an employee is seen as having an affective emotional and identifiable attachment to and involvement in, the organization (Meyer & Allen, 1991). Continuance commitment is attached to cost considerations when an employee considers leaving the organization, or as the continuation of a line of action as a result of the costs that are associated with termination (Meyer & Allen, 1991). Jaros, Jeremier, and Sincich (1993) explained the difference between affective and continuance commitment: affective commitment implies the possibility of forming an emotional bond, whereas continuance commitment simply reflects a cold calculation of costs and benefits. This continuance dimension was developed from the concepts suggested by March and Simon (1958) and has been attributed to Becker (1960). Normative commitment is defined as a commitment in which an employee's moral obligation to stay with the organization is grounded in identification with organizational authority norms (Meyer & Allen, 1991). Normative commitment differs from affective commitment in the sense of reflecting social norms and obligations (Jaros et al., 1993).

Mowday, Steers, and Porter (1979) used an Organizational Commitment Questionnaire (OCQ) for organizational commitment measurements in a number of studies. The OCQ is justified by its strong psychometric properties with respected usage in multiple studies (Tremble et al., 2003). Organizational commitment researchers have accepted the conceptualization and measurements proposed by Meyer and Allen (1991) and Mowday et al. (1982). Yousef (2003) performed a comprehensive evaluation of the evidence relevant for validation of the construct through the testing of 1000 cases.

Wang's five-component commitment model in a Chinese context

Although Meyer and Allen's (1991) model has a proven structure that can be treated as an appropriate multidimensional conceptualization of commitment (Hackett, Bycio, &Hausdorf., 1994), some researchers (Wang, 2004; Cheng & Stockdale, 2003; Ling, Fang, & Zhang 2002) questioned the generalization of the model in the Chinese context due to cultural differences. According to Wang (2004), commitment models from Western countries may not be appropriate for the full explanation of organizational commitment for employees in China. Wang's (2004) five-component commitment model shown in Figure 1 below was built based on the OCQ and Ling et al.'s (2003) model by considering additional Chinese characteristics.

Wang's commitment model consists of the following five components: affective, active continuance, passive continuance, normative, and value commitment. Affective commitment is identical to the one in Meyer and Allen's (1991) model, which is about the identification and attachment to the organization. Continuance commitment has two components: active continuance commitment, and passive continuance commitment. Active continuance commitment refers to an employee's active motivation for working in the organization, such as staying for better on the job training or career advancement opportunities; it is based on Ling et al.'s (2002) ideal commitment. On the other hand, passive

continuance commitment refers to the continuance commitment commonly used by other models, whereby an employee lacks the skills to find job alternatives outside the organisation. Normative commitment is identical to the one in Meyer and Allen's (1991) model, which relates to an employee's moral obligation to stay in the organization, whereas value commitment is not mentioned in their model and represents employees' value congruence with their organization and the willingness to put in extra effort on behalf of the organization (Wang, 2004).Wong and Tong (2014) evaluated Wang's (2004) model and proved the appropriateness of her model in Asian cities.

Organizational Commitment and Turnover

A number of studies confirm the important part that organizational commitment plays in the turnover of IT employees (Igbaria&Greenhaus, 1992). Employees tend to remain in the same organization if their performance is praised, which effectively reduces the organisation's turnover rate and enhances the effectiveness of its workforce (Porter et al., 1974). Moreover, Mobley et al. (1979) suggested that committed employees are more confident with organizational targets and believe that their strength can be fully utilized. Li, Wong and Tong (2013) also proved the importance of employee commitment to the stability of part-time staff in Hong Kong's continuing professional development sector. The study by Pare' et al. (2001) suggested that organizational commitment is a key precursor of turnover intent and is negatively correlated to turnover intention. Joseph and Ang (2003) found that organizational commitment had a moderate, significant, and negative relationship with turnover intention. These studies are

congruent with the conclusion from Meyer et al. (2002) and Mathieu and Zajac (1990) that the organizational commitment of employees is positively associated with numerous work consequences. On the other hand, employees will probably leave their jobs if they are not committed to their company (Meyer et al., 2002; Mathieu &Zajac, 1990). The fundamental assumption of the organizational commitment and employee turnover relationship is that the more committed an employee is to the organization, the less chance there is that the employee will leave the organization (Angle & Perry, 1981; Porter et al., 1974).

Employee Turnover

The construct of employee turnover has been the focus of investigation related to organizational phenomena for many years. Turnover is defined as the termination of a person's employment with an organization. Mobley (1977) believed that an employee in a fixed position in a company for a certain period would eventually opt to vacate that position. Considerable number of studies investigated turnover and associated factors such as turnover intention, intention to leave and intention to search for alternative jobs (Meyer et al., 1989).

China policy, economic reforms and turnover situation

The proportion of China's labour turnover was relatively low at one time, which was due to the system of lifetime employment in some areas known as the iron rice bowl (Warner, 1995). However, with the onset of economic reforms and the open door policy initiated in the late 1970s during Deng Xiaoping's era, China's economy gradually became an integral and important part of the global economy. Due to the simultaneous restructuring and expansion of the labour

market, high turnover rates have become a real problem for many enterprises. China's nationwide employee turnover rate increased 3% from 2001 to 2004 (Economist, 2005) and then increased every single year reaching 26.3% in 2011 (AmCham, 2012).

Intention to quit and employee turnover

Kim et al. (1996) defined the intention to quit as the degree of employees' plans to terminate their relationship between themselves and their employers. Research has shown been that actual turnover rate is highly correlated to the intention to quit, which results in absenteeism and low performance (Bowen, 1982). Kammeyer-Mueller et al. (2005) described signs of deviation as organizational withdrawal behaviour, which are antecedents of turnover. Other studies reported that intention to quit is a reliable predictor of turnover (Arnold & Feldman, 1982; Mobley, 1977; Fishbein&Azjen, 1975; Michaels & Spector, 1982). Turnover intention is a good predictor of turnover because job and organizational attitudes lead to different outcomes when compared intention to quit is more under the control of individuals. According to Bluedorn (1982), turnover is harder to be predicted as more external circumstances could be involved. However, even though an employee starts to show high intention to quit, actual turnover does not necessarily follow to happen (Vandenberg & Nelson, 1999; Mobley et al., 1979) since opportunity may exist to change the person's work conditions.

Wanous (1979) classified the behaviour of turnover into two types: voluntary turnover and involuntary turnover. The former means an employee who voluntarily requests to terminate the employer–employee relationship. Voluntary turnover can result in a loss of labour capital and database capital

for the company, in addition to the loss of employee expertise. By contrast, involuntary turnover implicates employees who are asked to leave the company of their own volition for a variety of reasons. The turnover figure is calculated by the number of employees replaced divided by the average number of employees during specific timeframe (Iqbal, Kokash, & Al-Oun, 2011). In the following sections, the term "turnover" refers to voluntary turnover.

Turnover of IT employees can be both very expensive and disruptive for an organization (Niederman& Sumner, 2003). Turnover has been tied to failed systems, projects, and inadequate deployment of an organization's IT resources (Igbaria&Guimaraes, 1999; Bartol& Martin, 1982). The impact of turnover is significant and it has been estimated that the cost of voluntary turnover is at least one year and up to two years salary and benefits. Holtom and Inderrieden (2006) calculated that the total cost of employee withdrawal and related behaviour, such as absenteeism and lateness, takes about 17% of an organization's pre-tax annual income, while Hytter (2007) estimated turnover costs to be 50% to 150% of an employee's annual salary.

However, the actual turnover cost is far beyond what can be observed in the balance sheet. Intangible elements are involved such as disrupted service, and loss of implicit knowledge and skills (Holtom et al., 2008; Ryan & Sagas, 2009; Adidam, 2007; Hytter, 2007) that requires a longer time to recover. According to Aubert et al. (2004), turnover is an issue that reduces the extent of outsourcing to vendors.Meyer and Allen (1997) noted that the organizational commitment contribution to turnover and turnover intention is independent on that made by other work attitude constructs.It is crucial for IT firms to keep a firm hold on

the turnover issue. Understanding the predictors of employees' decisions on turnover, including organizational commitment and employment opportunity, is clearly of value to IT managers.

Employment opportunity

Perceived employment opportunity is defined as the consideration of career options based upon an individual's perception of job options that they can obtain (Feldman &Bolino, 1996). However, individuals would not be free to act on their options when there are strong external situational constraints (Feldman &Bolino, 2000, 1996).

Employment opportunity, turnover intention and employee turnover

Youngblood, Mobley, and Meglino (1983) aligned their view with March and Simon's (1958) model to show that individual, organizational, and labour market conditions affect turnover. The implication of this is that alternative employment, which reflects the labour market, is relevant in turnover models. Mobley's (1977) intermediate linkage model recognized employment opportunity together with intention to leave play a major role in actual turnover. Mobley et al. (1979) claimed that employees are not only concerned with the availability job alternatives but also with the attractiveness of the offers. Bluedorn (1982) further added some thoughts on Mobley's (1977) intermediate linkage model by stating that voluntary separation is a process consisting of thoughts of quitting, evaluations of the utility of a job search, intention to search, search, evaluation of alternatives, and intention to quit or stay.

On the other hand, Lee and Mowday (1987) argued that only organizational commitment

has an effect on intention to quit and that there is no interactive effect of availability of job opportunities and intention to quit. They pointed to Arnold and Feldman's (1982) study as justification for their conclusions. Researchers continued to argue the impact of alternative employment to turnover. At that time, Griffeth and Hom (1988) studied the concept of perceived alternatives by nurses and summarized that alternative employment did not have interaction with intention to quit. It was explained that nurses can quit without having any alternatives due to the fact that there is always a shortage of nurses; alternative employment will be available even after turnover. However, Vandenberg, and Nelson (1999) claimed that some employees who perceived the lack of employment opportunities from the job market were not able to quit even though they have the intention to leave their organizations.

Hypothesis development

The following sections discuss theoretical perspectives and provide insights into how employment opportunity moderates the relationship between organizational commitment and intention to quit. Three hypotheses were developed according to the literature review.

The effect of organizational commitment to intention to quit

The study by Pare' et al. (2001) suggested that organizational commitment is a key precursor of turnover intent and is negatively correlated to turnover intention. Joseph and Ang (2003) also found that organizational commitment has a moderate, significant, and negative relationship with turnover intention. These studies are congruent with the conclusions of Mathieu

&Zajac (1990) and Meyer et al. (2002) that the organizational commitment of employees is positively associated with numerous work consequences. On the other hand, employees will probably leave their job if they are not committed to their company (Meyer et al., 2002; Mathieu &Zajac, 1990); similarly, the more commitment an employee has, the less chance there is that they will quit the job (Angle & Perry, 1981; Porter et al., 1974). Therefore, it was hypothesized that:

Hypothesis 1: Organization commitment is negatively correlated to employee turnover intention in China's IT outsourcing sector.

Since this research used Wang's (2004) five-component model for the organizational commitment construct, hypothesis 1 is further broken down into five sub-hypotheses.

Hypothesis 1a: Affective commitment is negatively correlated to employee turnover intention in China's IT outsourcing sector.
Hypothesis 1b: Active continuance commitment is negatively correlated to employee turnover intention in China's IT outsourcing sector.
Hypothesis 1c: Passive continuance commitment is negatively correlated to employee turnover intention in China's IT outsourcing sector.
Hypothesis 1d: Normative commitment is negatively correlated to employee turnover intention in China's IT outsourcing sector.
Hypothesis 1e: Value commitment is negatively correlated to employee turnover intention in China's IT outsourcing sector.

The effect of employment opportunity to intention to quit

Employment opportunity may be acting independently or in conjunction with core turnover variables such as organization commitment (Price, 1977). Work in the workplace is becoming a faster and more productive endeavour due to the increased use of information technology. Ignoring labour-market conditions, which implies employment opportunities, in turnover studies is no longer a pragmatic approach. Therefore, it was hypothesized that:

Hypothesis 2: Employment opportunity is positively correlated to employee turnover intention in China's IT outsourcing sector.

The moderating effect of employment opportunity on the impact of organizational commitment to intention to quit

On the other hand, Lee and Mowday (1987) argued that only organizational commitment has an effect on intention to quit and that there is no interactive effect of availability of job opportunities and intention to quit. They pointed to Arnold and Feldman's (1982) study as justification for their conclusions. Researchers continued to argue the impact of alternative employment on turnover. At that time, Griffeth and Hom (1988) studied the concept of perceived alternatives by nurses and concluded that alternative employment did not have interaction with intention to quit. It was explained that nurses could quit without having any alternatives due to the fact that there is always a shortage of nurses; alternative employment will be available even after turnover. However, Vandenberg and Nelson (1999) claimed that some employees who perceived the lack of employment opportunities from the job market were not able to quit even though they have the intention to leave their organizations. In view of the foregoing, it was hypothesized that:

Hypothesis 3: Employment opportunity moderates the relationship between organization commitment and employee turnover intention in China's IT outsourcing sector.

Since this research used Wang's (2004) five-component model for the organizational commitment construct, hypothesis 3 is further broken down into five sub-hypotheses.

Hypothesis 3a: Employment opportunity moderates the relationship between affective commitment and employee turnover intention in China's IT outsourcing sector.
Hypothesis 3b: Employment opportunity moderates the relationship between active continuance commitment and employee turnover intention in China's IT outsourcing sector.
Hypothesis 3c: Employment opportunity moderates the relationship between passive continuance commitment and employee turnover intention in China's IT outsourcing sector.
Hypothesis 3d: Employment opportunity moderates the relationship between normative commitment and employee turnover intention in China's IT outsourcing sector.
Hypothesis 3e: Employment opportunity moderates the relationship between value commitment and employee turnover intention in China's IT outsourcing sector.

Research model

Based on the literature review and hypotheses developed, the researchmodel is shown in Figure 2 which illustrates the relationship among organizational commitment, employment opportunity and intention to quit. The research model describes the key theories and their major components for the ease of understanding the impact of context and process scope on outcomes (Karr, 1991).

Methodology

This research used a positivist paradigm with a quantitative approach that employed a cross-sectional design using a simple random sampling technique. Due to its effectiveness in collecting survey data, Internet-based self-administrated questionnaire was used for this research to collect data from IT outsourcing professionals in China.

Sample and data collection

The potential participants for this research were all IT outsourcing professionals working in IT outsourcing firms in China. The benefit of having a broad coverage of potential participants is to allow the researcher to capture findings more thoroughly. The sample frame consisted of a variety of IT outsourcing professionals, such as project managers, technical leaders, engineers, testers, and technical support staff within the research population. Their name and email address was obtained from outsourcing related public websites, social media sites, and members' directories in China.Based on the large number of IT outsourcing professionalslocated in different cities in China, an on-line survey was adopted for data collection efficiency and accuracy. Each completed survey was automatically saved in the on-line platform without disclosing the participants' identity.

Questionnaire design

The construct of organizational commitment and the measuring items concerned were adapted from Wang's (2004) five-component commitment model.The construct of employment opportunity was adapted from

Mobley's (1977) intermediate linkage model, and the measuring items concerned were adapted from Peters, Jackofsky, and Salter's (1981) Perceived Job Alternatives. The construct of turnover was adopted from Michaels and Spector's (1982) model, and the measuring items adapted from Peters et al. (1981).

Organizational commitment

This research used survey items from Wang's (2004) five-component commitment model to assess organizational commitment: affective, active continuance, passive continuance, normative, and value commitment. Table 1 below shows these measuring item IDs and questions associated with the organizational commitment construct.

Employment opportunity

For employment opportunity, a total of three items from Peters et al. (1981) were used in this research. Table 2 below shows these measuring item IDs and questions for employment opportunity.

Intention to quit

For thoughts of quitting and intention to leave the job, a total of six items from Peters et al. (1981) were used in this research. Table 3 shows these measuring item IDs and questions associated with the intention to quit construct.

Data analysis

After the researcher collected sufficient questionnaires within a given period, questionnaire results were downloaded from the on-line survey platform and imported to Statistical Package for the Social Science (SPSS 21). The data analysis included descriptive statistics, cronbach alpha, ANOVA, correlation, multiple linear regression and structural equation modelling (SEM).

Findings

Response rate

A total of 5,000 email invitations were sent to potential participants in the sample frame from IT outsourcing professionals in China. A total of 335 responses were received, representing a response rate of 6.7%, of which 292 questionnaires were completed representing a valid response rate of 5.84%; this is similar to other online surveys (Lawson et al., 2009; Sambasivan, Loke, &Abidin-Mohamed, 2009).The results of demographic variables are shown in Table 4 below.

Exploratory factor analysis (EFA)

As the constructs are not interrelated, exploratory factor analysis (EFA) using principal component technique with varimax rotationwas carried out to assess the validity of the measures used in the questionnaire. Thus the EFA was run for all three constructs, OC, EO, and ITQ that were measured using an interval scale. The factor loading with an eigenvalue above 1 shows the three constructs loading distinctively into three separate columns. Prior to enabling EFA, its assumptions were tested. The outcomes of the tests are shown in Table 5 and Tale 6 below.

Table 5 above shows KMO= 0.912, indicating excellent sampling has been carried out for this research. Chi-square (χ^2) = 2145.5, df = 120, p-value = 0.0001 (p-value < 0.05) shows the assumption for EFA that requires the data set to have no inter-correlated relationship between constructs

(no identity matrix) is met. Lastly, it is required for n/k to be greater than 5. The data collected and the remaining items n/k = 292/16 = 18 (> 5), satisfying the assumptions for EFA.

Table 6 for EO and ITQ shows that KMO = 0.79, indicating that good sampling has been carried out. Meanwhile, Chi-square (χ^2) = 1043.85, df = 28 and p-value = 0.0001 (p-value < 0.05), shows that identity matrix does not exist amongst the items for EO and ITQ. The final assumption of n/k = 292/8 = 36 >5 is also met.

With the assumptions met, the outcome shown in Table 7 below reflects the factor loading of the 18 items for OC, the 3 items for EO and the 6 items for ITQ. Principal component analysis (PCA) was run based on eigen values more than 1 and varimax rotation suppressing factor loadings below 0.5. This produced a clear distinctive loading of 16 items of OC into 5 components. The items OC9 "I work for the company because I cannot find a better one" and OC12 "I consider it my obligation to work for the same company all the while" were removed to allow convergent and discriminant validity.

The reliability test using Cronbach's alpha shows α = 0.911 with 16 items, exceeding Nunnally's (1978) minimum benchmark of 0.7 for internal consistency. As the mean for this item is 51.65 with standard deviation of 8.717, convergent and discriminant validity are met with high reliability allowing the data to be used for further analysis.
All 6 items for ITQ loaded highly in a component that was renamed ITQ. The Cronbach's alpha of 0.870 for these items shows that internal consistency has been achieved in this research using this questionnaire. The mean for the construct is 15.51 with a standard deviation of 4.13. The

items for the construct EO loaded into component 2 with item EO2 "Acceptable jobs can always be found" removed. The component was renamed as EO, with a Cronbach's alpha of 0.674, a mean of 7.64 and a standard deviation of 1.22. Thus, these two constructs loaded highly, meeting convergent and discriminant validity with internal consistency that meets standards set for applied and academic research (Nunnally, 1978).

Confirmatory Factor Analysis (CFA)

The above EFA was verified using a pure measurement model or a CFA model. The removal of 1 item (OC9) from Passive commitment and 1 item (OC12) from Normative commitment, sees a better model fit. Though Chi-square/df> 2, RMSEA < 0.08, CFI > 0.9, GFI > 0.90, AGFI > 0.90 and PCLOSE < 0.05, four measures are met, thus a full measurement model of the exogenous latent variables was drawn and the final model fit was derived as Figure 3 below and factor weights were observed as in Table 8.

Chi-square = 243.96, df = 94, p-value = 0.0001
Chi-square/df = 2.5
CFI = 0.93, GFI = 0.903, AGFI = 0.910
RMSEA = 0.074
PCLOSE = 0.0001

Inference analysis of direct relationships

Prior to running the inference analysis, the responses for all valid and reliable OCs were summated to represent OC. To address H1 and H2, the model below was tested using multiple linear regressioninvolving ITQ as the dependent variable, and OC (five components) and EO as the independent variables, which were measured using interval scales (continuous data). Therefore the model tested here is:

$ITQ = \beta_0 + \beta_1$ (affective) $+ \beta_2$ (active) $+ \beta_3$(passive) $+ \beta_4$ (normative) $+ \beta_5$ (value) $+ \beta_6$ (EO) $+ \varepsilon$

whereby β_0 is a constant, β_1 to β_6 are the coefficients for the respective independent variables and ε is an error.

The null hypothesis and alternate hypothesis are defined as:
H_0: no model fit
H_a: model fit

Testing the model fit hypothesis as shown above, Table 9 above shows evidence of model fit as F = 31.84, df = 7, 284, p-value = 0.0001 (p-value < 0.05), thus the null hypothesis is rejected indicating a significant model fit.

Following this, the significant influence of the independent variables was determined using the following hypothesis:

H_0: β_{1-6} $= 0$
H_a: β_{1-6} $\neq 0$

Affective commitment

Table 10 shows t = –2.50 and p-value = 0.013 (p-value < 0.05), thus the null hypothesis is rejected showing evidence that Affective Commitment is a significant variable. The negative value of standardized β shows that the relationship is negative. Therefore, H1a is supported.

Active continuance commitment

Table 10 shows t = –0.403 and p-value = 0.687 (p-value > 0.05), thus the null hypothesis is not rejected showing evidence that Active Continuance Commitment is not a significant variable. Therefore, H1b is not supported.

Passive continuance commitment

Table 10 shows t = 1.886 and p-value = 0.06 (p-value > 0.05), thus the null hypothesis is not rejected showing evidence that Passive Continuance Commitment is not a significant variable. Therefore, H1c is not supported.

Normative commitment

Table 10 shows t = –2.07 and p-value = 0.040 (p-value < 0.05), thus the null hypothesis is rejected showing evidence that Normative Commitment is a significant variable. As the value of standardized β is negative, the relationship is negative. Therefore, H1d is supported.

Value commitment

Table 10 shows t = –4.48 and p-value = 0.0001 (p-value < 0.05), thus the null hypothesis is rejected showing evidence that Value Commitment is a significant variable. As the value of standardized β is negative, the relationship is negative. Therefore, H1e is supported.

Employment Opportunity (EO)

Table 10 above shows t = 2.76 and p-value = 0.006 (p-value < 0.05), thus null hypothesis is rejected showing that EO is a significant variable influencing ITQ. The positive value of standardized β shows there is a positive relationship between EO and ITQ, therefore H2 is supported.

Table 10 further shows the model by filling the coefficients respectively:

ITQ = 20.889 – 0.190(Affective) – 0.028(Active) + 0.086(Passive) – 0.108(Normative) – 0.286 (Value) + 0.126 (EO) + ε

The above equation is refined to equation (1) below by eliminating the low beta (β) values of active and passive continuance commitment components.

ITQ = 20.89 − 0.190(Affective) − 0.108 (Normative) − 0.286 (Value) + 0.126 (EO) + ε………..(1)

Equation (1) shows a model with relationships between ITQ, three dimensions of OC and EO. When all else remains the same, the value standardized β = − 0.19 shows that when affective organizational commitment increases by 1 unit, the intention to quit decreases by 0.19 units.

The value standardized β = − 0.11 shows that when normative organizational commitment increases by 1 unit, the intention to quit decreases by 0.11 units. The value standardized β = −0.29 shows that when value organizational commitment increases by 1 unit, the intention to quit decreases by 0.29 units. The value standardized β = 0.13 shows that when employment opportunity increases by 1 unit, the intention to quit increases by 0.13 units.

As the model involves several variables, a multicollinearity test was used to ensure there is no correlation within the independent variables (Hair et al., 2010). As a rule of thumb, VIF < 5 is considered as no multicollinearity amongst the independent variables. Table 10 shows that VIF ≅ 1, hence it is confirmed that the independent variables are not correlated with each other. Meanwhile the strength of the relationship in this model was tested using adjusted R^2 value. The value in Table 11 above shows adjustedR^2= 0.426, therefore the relationship in the above model is strong(Cohen, 1992), showing evidence of 42.6% of change in ITQ when there are changes in Affective, Normative and Value commitment and EO.

Therefore 57.4% could be due to other factors that have not been taken into account in this research.

Testing of moderating influence of EO on relationship between OC and ITQ

The moderating effect of EO on the relationship between Affective, Active, Passive, Normative and Value OC and ITQ was conducted using multiple linear regression with an interaction effect between dimensions of OC and EO displayed in the equation below:

ITQ = β_0 + β_1 (affective) + β_2 (active) + β_3 (passive) + β_4 (normative) + β_5 (value) + β_6 (EO) + β_7 (affective*EO) + β_8 (active*EO) + β_9 (passive*EO) +

β_{10}(normative*EO) + β_{11} (value*EO) + ε

In order for the moderation to be assessed, the equation without moderation must exist and the adjusted-R^2 is observed (Hair et al., 2010, Field, 2009, Baron & Kenny, 1986).

ITQ = 25.61 − 0.25(affective) − 0.06(active) + 0.10(passive) - 0.13(normative) − 0.33(value) + 0.14 (EO) + ε……………..(2)

As shown in Table 12 above, t = −3.293 and p-value = 0.001 (p-value < 0.05), thus Affective commitment is a negatively significant variable in this relationship. As t = −0.85 and p-value = 0.399 (p-value > 0.05), Active continuance commitment is not a significant variable in this relationship. Meanwhile as t = 2.13 and p-value = 0.034 (p-value < 0.05), Passive continuance commitment is a significant variable in this relationship. However, t = −2.43 and p-value = 0.016 (p-value < 0.05), indicates that Normative commitment is a significant variable in this relationship. Finally, t = −5.09 and p-value = 0.0001 (p-value < 0.05)

shows that Value commitment is a significant variable in this relationship.

Table 13 above shows F = 33.80, df = 6, 285, p-value = 0.0001 (P-value < 0.05), indicating the model (2) is a significant model with an adjusted R^2 = 0.40.

By adding the coefficients from Table 14 above, the model (3) with moderating influences is shown below.

ITQ = 19.86 + 0.07(affective) + 0.20(active) + 0.21(passive) − 0.37(normative) - 0.46(value) + 0.37 (EO) − 0.38 (affective*EO) − 0.30 (active*EO) − 0.13(passive*EO)
+ 0.25 (normative*EO) + 0.18(value*EO) + ε……….…(3)

Dimensions of OC

Affective commitment is not significant in this relationship since t = 0.15 and p-value = 0.883 (p-value > 0.05). Similarly, t = 0.42 and p-value = 0.677 (p-value > 0.05) shows that Active continuance commitment is also not significant in this relationship. Passive continuance commitment is also not significant because t = 0.70 and p-value = 0.486 (p-value > 0.05). Normative commitment is not significant as t = −1.13 and p-value = 0.26 (p-value > 0.05). Value commitment is also not significant as t = −1.27 and p-value = 0.205 (p-value > 0.05).

Employment opportunity (moderator)

The value t = 1.70 and p-value = 0.09 (p-value > 0.05) shows that EO is not significant.

Interactions (Affective*EO, Active*EO, Passive*EO, Normative*EO, Value*EO)

The value of t = −0.698 and p-value = 0.49 (p-value > 0.05) indicates that Affective*EO is insignificant in the interaction. Similarly, t = −0.543 and p-value = 0.59 (p-value > 0.05) means that Active*EO is also not significant. Passive*EO is not significant sine t = −0.379 and p-value = 0.71 (p-value > 0.05). The value t = 0.738 and p-value = 0.461 (p-value > 0.05) indicates that Normative*EO is not significant. Finally, interaction Value*EO is not significant since t = 0.36 and p-value = 0.718 (p-value > 0.05).

The above shows that none of the interactive variables are significant.

Table 15 above shows F = 18.58, df = 11, 280, p-value = 0.0001 (P-value < 0.05), indicating that model (3) is a significant model with an adjusted R^2 = 0.40 and there is no significant change in adjusted R^2 between model (2) and model (3). As such, employment opportunity does not play the role of moderator in the relationship between dimensions of OC and ITQ. Thus H3a, H3b, H3c, H3d and H3e are not supported.

Discussion

This research examined the relationships of employment opportunity between organizational commitment and intention to quit of the IT outsourcing professionals in China.

Organizational commitment and intention to quit

It was hypothesized in this research that organizational commitment plays a negative direct variable role to turnover intention. As predicted, employment opportunity was found to have a negative and significant direct effect on turnover intention. Hence, hypothesisH1 is accepted but with

hypotheses H1b and H1c are not supported. These results show that active continuance commitment and passive continuance commitment are different from Wang's (2004) research results. This might be due to the lack of perceived training opportunities within their existing firms. This is related to the strong perceived employment opportunity that employees perceive to exist in the IT outsourcing market. Due to China's booming IT outsourcing industry, employees are less sensitive to the costs associated with termination that they may need to bare (Meyer & Allen, 1991).For the rest of organizational commitment components, the results are aligned with Wang's (2004) research results. The results are also congruent with Mathieu &Zajac (1990) and Meyer et al. (2002) that organization commitment of employees is positively associated with numerous appropriate work consequences. Committed IT outsourcing professionals deliver a high quality service to clients and dedicate themselves to customer projects, the consequence of which is often more outsourcing projects. On the other hand, non-committed employees are often absent and will eventually leave the company (Mathieu &Zajac, 1990; Meyer et al., 2002). High employee turnover impacts resource stability and ultimately results in less outsourcing projects.

Employment opportunity and intention to quit

It was hypothesized in this research that employment opportunity plays a positive relationship with intention to quit. The results of this study support Price's (1977) model that there may be other variables such as employment opportunity impacting turnover. Most IT outsourcing professionals move away from their hometown to work in tier 1 and tier 2 cities in China for better career development and higher financial returns. The outsourcing industry has a headcount based on a cost plus contract, where billing to the customer is based on the seniority or salary level of employees used on the outsourcing project. Once the job position or ranking is agreed with customer, it may take a further year or until the end of the project to adjust the employees pay rate.

Employment opportunity moderates organizational commitment and intention to quit

According to the results from data analysis reveal that employment opportunity does not play a moderating role in the relationship between organizational commitment and intention to quit.Since this research used Wang's (2004) five-component model for the organizational commitment construct, hypothesis H3 was broken down into five sub-hypotheses. However, all the sub-hypotheses are not supported.

The results of this research disagreed with Price's (1977) turnover model that showed employment opportunity acting interactively with organization commitment to induce turnover, suggesting that employment opportunity plays more of an independent variable role in intention to quit rather than a moderator role as portrayed in this study's research model. However, this research's results were consistent with Lee and Mowday's (1987) research that concluded there were no interactive effects of availability of job opportunities and intention to quit; they also pointed to Arnold and Feldman's (1982) studies as further justification for their conclusions. Perhaps, this may also be related to the booming IT outsourcing sector in China that might have affected respondents' perception of organizational commitment.

Table.1 Survey Questions to Measure Organizational Commitment

Item IDs	Questions
OC-01	I am extremely glad that I chose this company to work for over others I was considering at the time I joined.
OC-02	I talk up this company to my friends as a great company to work for.
OC-03	I am proud to tell others that I am part of this company.
OC-04	I work for the company because it provides me with many on-the-job trainingopportunities.
OC-05	I work for the company because it is a good chance to realize my goals.
OC-06	I work for the company because I can make full use of what I have learned here.
OC-07	I work for the company because of the challenging job.
OC-08	I work for the company because there are many opportunities for promotion.
OC-09	I work for the company because I cannot find a better one.
OC-10	I cannot quit the job arbitrarily because I have to support my family.
OC-11	I work for the company because I do not want to lose my fringe benefits.
OC-12	I consider it my obligation to work for the same company all the while.
OC-13	I would like lifetime employment if possible.
OC-14	I would do any job as long as I work here.
OC-15	I am willing to put in a great deal of effort beyond that normally expected in order to help this company to be successful.
OC-16	I really care about the fate of this company.
OC-17	This company really inspires me to do my job to the very best of my abilities.
OC-18	One should work with utmost efforts for the company.

Source: Adapted from Wang (2004) - Five-component Commitment Mode

Table.2 Survey Questions to Measure Employment Opportunity

Item IDs	Questions
EO-01	It is possible for me to find a better job than the one I have now.
EO-02	Acceptable jobs can always be found.
EO-03	There is no doubt in my mind that I can find a job that is at least as good as the one I now have.

Source: Adapted from Peters et al. (1981) - Perceived Job Alternative

Table.3 Survey Questions to Measure Intention to Quit

Item IDs	Questions
ITOA-01	It is possible for me to find a better job than the one I have now.
ITOA-02	Acceptable jobs can always be found.
ITOA-03	There is no doubt in my mind that I can find a job that is at least as good as the one I now have.
ITOB-01	I intend to remain on this job.
ITOB-02	I am actively looking for a new job.
ITOB-03	I will quit my job soon.

Source: Adapted from Peters et al. (1981)
(Thoughts of quitting and intention to leave the job)

Figure.1 Organizational Commitment Structure of Wang's (2004) Model
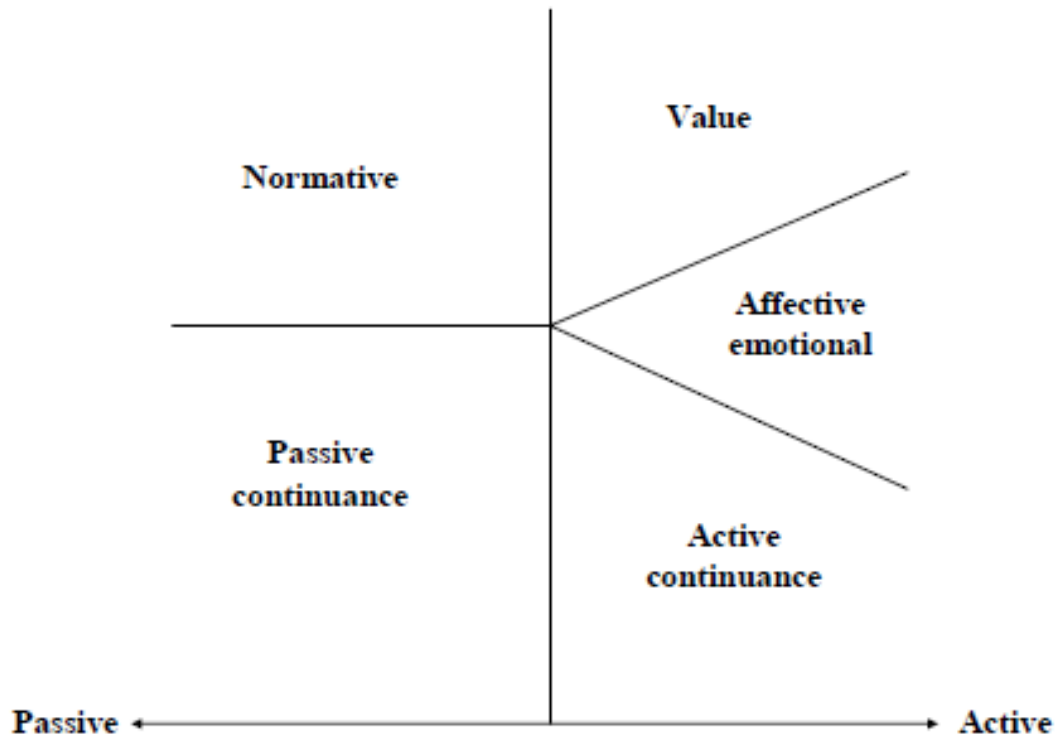
Table.4 Demographics Details of Respondents

	Frequency	Percentage
Job Position of Respondents		
Manager/Administrative	109	37.3
Service Delivery/Developer/Tester	104	35.6
Others	79	27.1
Company Size of Respondents		
30 or less	30	10.3
31 to 100	57	19.5
101 to 300	25	8.6
301 to 1000	57	19.5
Over 1000	123	42.1
Industry Experience of Respondents		
2 or less	58	19.9
2 to 5	86	29.5
6 to 10	95	32.5
11 to 20	51	17.5
More than 20	2	0.7
Tenure of Respondents		
2 or less	136	46.6
2 to 5	98	33.6
6 to 10	50	17.1
11 to 20	8	2.7
Gender of Respondents		
Female	92	31.5
Male	200	68.5
Age Group of Respondents		
18-24	27	9.2
25-34	188	64.4
35-44	70	24.0
45-54	6	2.1
55 or above	1	0.3
Marital Status of Respondents		
Single	113	38.7
Married	170	58.2
Others	9	3.1
Education Level of Respondents		
Secondary/High School	7	2.4
Associate Degree/Higher Diploma	29	9.9
Bachelor or Prof. Degree	192	65.8
Master Degree / Doctorate	62 / 2	21.2 / 0.7
Monthly Income of Respondents		
Less than RMB6,000	60	20.5
RMB6,000 to RMB12,000	116	39.7
RMB12,001 to RMB20,000	65	22.3
RMB20,001 to RMB40,000	39	13.4
More than RMB40,001	12	4.1

Table.5 KMO and Bartlett's Test for 5 Dimension of OC

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Bartlett's Test of Sphericity	Approx. Chi-Square	2145.502
	Df	120
	Sig.	.000

Table.6 KMO and Bartlett's Test for EO and ITQ

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	1043.852
	Df	28
	Sig.	.000

Table.7 Factor Loading of OC, ITQ and EO

	Component					ITQ	EO
	Organizational Commitment						
	Active	Value	Normative	Passive	Affective		
OC5	.850						
OC6	.793						
OC7	.788						
OC8	.696						
OC4	.614						
OC15		.798					
OC16		.768					
OC18		.763					
OC17		.690					
OC13			.760				
OC14			.698				
OC10				.831			
OC11				.743			
OC1					.668		
OC2					.585		
OC3					.526		
ITQ2						.822	
ITQ3						.787	
ITQ5						.757	
ITQ1						.729	
ITQ6						.707	
ITQ4						.606	
EO3							.864
EO1							.830
Cronbach's alpha	.886					.870	.674
No of items	16					6	2
Mean	51.65					15.51	7.64
Standard Deviation	8.717					4.130	1.223

Table.8 Direct Effects (Group Number 1 - Default Model)

	Value1	Normative1	Passive1	Affective1	Active1
oc_15	1.331	.000	.000	.000	.000
oc_16	1.342	.000	.000	.000	.000
oc_17	1.363	.000	.000	.000	.000
oc_18	1.000	.000	.000	.000	.000
oc_13	.000	1.353	.000	.000	.000
oc_14	.000	1.000	.000	.000	.000
oc_10	.000	.000	.263	.000	.000
oc_11	.000	.000	1.000	.000	.000
oc_1	.000	.000	.000	.965	.000
oc_2	.000	.000	.000	1.076	.000
oc_3	.000	.000	.000	1.000	.000
oc_4	.000	.000	.000	.000	.796
oc_5	.000	.000	.000	.000	1.104
oc_6	.000	.000	.000	.000	.966
oc_7	.000	.000	.000	.000	.955
oc_8	.000	.000	.000	.000	1.000

Table.9 Model Fit of Influence of OC and EO on ITQ

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2182.084	7	311.726	31.835	.000
1	Residual	2780.902	284	9.792		
	Total	4962.986	291			

a. Dependent Variable: ITQ

b. Predictors: (Constant), Affective, Active, Passive, Normative, Value, EO

Table.10 Coefficient Significance of OC and EO

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	20.889	2.144		9.741	.000		
EO	.425	.154	.126	2.757	.006	.946	1.057
Affective	-.359	.144	-.190	-2.502	.013	.344	2.910
Active	-.032	.080	-.028	-.403	.687	.408	2.450
Passive	.218	.115	.086	1.886	.060	.947	1.056
Normative	-.255	.124	-.108	-2.067	.040	.725	1.380
Value	-.464	.103	-.286	-4.481	.000	.485	2.062

a. Dependent Variable: ITQ

Table.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663[a]	.440	.426	3.12920

a. Predictors: (Constant), Affective, Active, Passive, Normative, Value, EO
b. Dependent Variable: ITQ

Table.12 Coefficient Significance of Dimensions of OC and EO

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25.608	1.694		15.120	.000
Affective	-.470	.143	-.248	-3.293	.001
Active	-.068	.080	-.059	-.845	.399
Passive	.250	.117	.099	2.133	.034
Normative	-.304	.125	-.128	-2.429	.016
Value	-.528	.104	-.326	-5.092	.000
EO	.475	.157	.141	3.033	.003

a. Dependent Variable: ITQ

Table.13 Model Fit of Influence of Dimensions OC and EO on ITQ

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2063.379	6	343.897	33.801	.000
Residual	2899.607	285	10.174		
Total	4962.986	291			

a. Dependent Variable: ITQ
b. Predictors: (Constant), Affective,Active, Passive, Normative, Value, EO

Table.14 Coefficient Dimensions of Interactions and ITQ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.857	5.717		3.473	.001
	AffectiveOE	-.078	.112	-.379	-.698	.486
	ActiveOE	-.037	.068	-.301	-.543	.588
	PassiveOE	-.036	.095	-.125	-.379	.705
	NormativeOE	.071	.097	.249	.738	.461
	ValueOE	.027	.075	.180	.362	.718
	Affective	.129	.879	.068	.147	.883
	Active	.226	.542	.197	.416	.677
	Passive	.527	.756	.208	.697	.486
	Normative	-.874	.774	-.369	-1.129	.260
	Value	-.751	.592	-.463	-1.270	.205
	EO	1.244	.733	.368	1.696	.091

a. Dependent Variable: ITQ

Table.15 Influence of Dimensions OC, Interactions and EO on ITQ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2094.069	11	190.370	18.580	.000
	Residual	2868.918	280	10.246		
	Total	4962.986	291			

a. Dependent Variable: ITQ
b. Predictors: (Constant), Affective,Active, Passive, Normative, Value, EO, affectiveOE, passiveOE, normativeOE, valueOE, activeOE
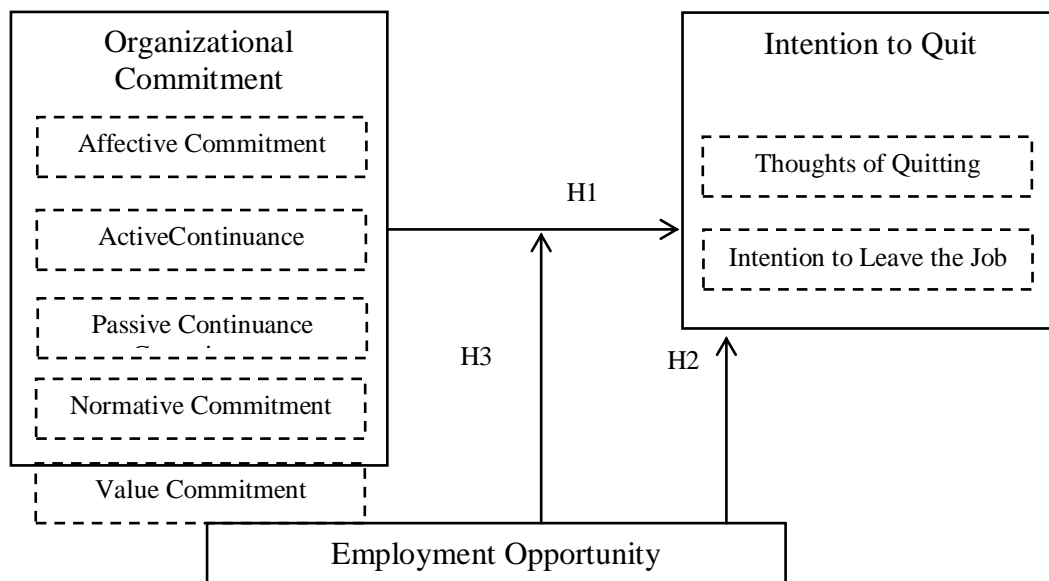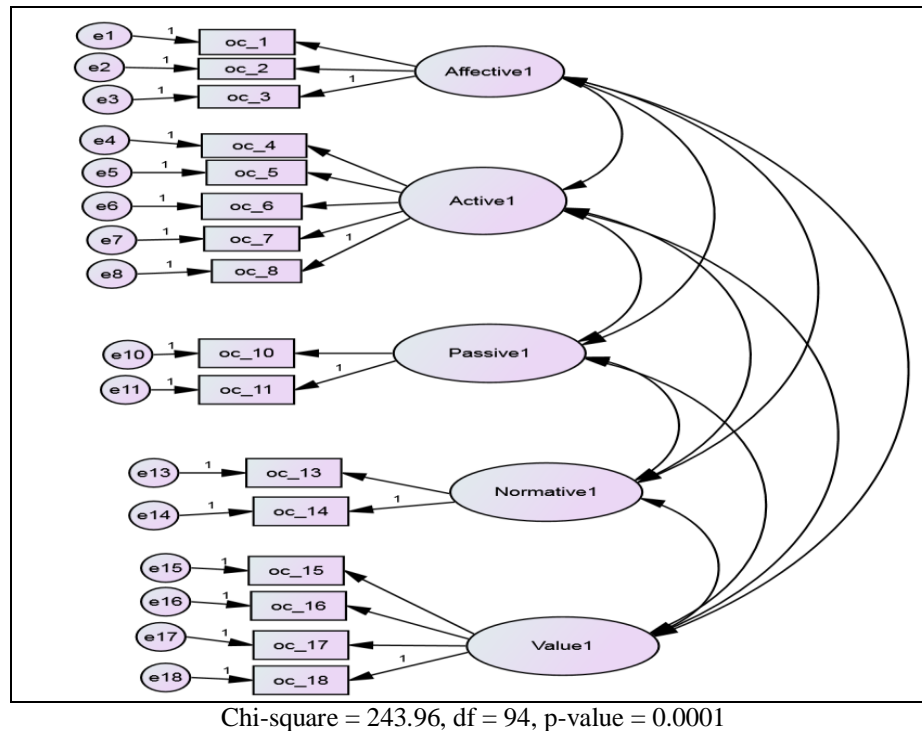
Figure.2 Research Model

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Figure.3 Full measurement model of the exogenous latent variables

Chi-square = 243.96, df = 94, p-value = 0.0001

Findings from this research offer a number of key business implications and human resource practice recommendations to IT outsourcing firm. First of all, as affective commitment was found to be one of the important commitment components among IT outsourcing professionals in China, human resource practitioners are advised to draw-up labour contracts that will discourage employees from approaching existing staff for job referrals. When leaders want change their job platform, they may sell themselves by saying that they can form a cohesive team that will work efficiently. Once they join the new company, they will then bring on board their former buddies that they worked well with from the previous company. This is about a lack of legal awareness and enforcement in China. Business and legal teams are advised not to follow all the business contract terms as proposed by clients. Instead, they should include terms and conditions that prevent clients from establishing their own companies and employing the previously outsourced staff. Perhaps, outsourcing companies should promote the Build-Operate-Transfer (BOT) model that allows proper transfer of IT talent in a planned manner.

Limitations and Future Research

Three significant limitations are noted. The first limitation was selection bias. There are a variety of outsourcing models such as offshore outsourcing, near-shore outsourcing, team-based outsourcing, and project-based outsourcing. However, this research did not distinguish between the models and may therefore have produced bias in this respect. Also, as the research was limited to only IT outsourcing professionals who could be reached online via social media sites and email, the results may not be generalized to other IT outsourcing

employees or indeed to other jurisdictions. Second, the collected data represents a single point-in-time reference and does not provide the benefits of longitudinal study overtime. The third limitation is related to the soundness of the process of self-reporting on survey instruments. Cook and Campbell (1979) pointed out that self-reported data may represent what participants believe researchers expect or want to see and often report what will reflect positively on their own abilities, knowledge, beliefs, or opinions. Future research is recommended. Unlike this research that measured the intention to quit as a predictor of turnover, future research could use actual turnover data from specific organizations, or measure factors impacting the intention to stay. Such predictors might provide more direct insights for human resource practitioners. In addition, a mix of qualitative and quantitative research methodologies is recommended. For example, researchers could first find out the major factors of turnover intention in China through face-to-face interviews that would provide a rich description of the context for the different variables, which in turn would enrich data collected through surveys. A more holistic understanding of how organizational commitment and employment opportunity takes place, and what constitutes intention to quit, can be gained by using multiple sources and procedures for data collection. In addition, mixed research methodologies would minimize the risk of common method bias as well as common method variance.

Conclusion

The research uniquely measured organizational commitment using Wang's (2004) five-component model in China's IT outsourcing sector. The findings showed that there is anegative relationship between organizational commitment and intention to quit, and a positive relationship between employment opportunity and intention to quit. The findings also reveal that employment opportunity neither moderates the relationship between organizational commitment and intention to quit.The existing body of related research involves outsourcing management from the client's perspective, with very little involving offshore service providers from developing countries (Doren&Revti, 2009). Therefore, two major contributions of this research are that Wang's (2004) five-component commitment model can be successfully extended to China's IT outsourcing sector. Overall, the research added to the existing body of knowledge in the field by providing a greater understanding of the key factors that impact the turnover of IT outsourcing professionals in China.

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