



# Perspectives from Korean Advertising Practitioners

## How Unmet Expectations Impact Turnover Intention

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Researchers have yet to give a great deal of attention to employee turnover in advertising agencies. Researchers have yet to determine, for instance, the relationship between unmet expectations and turnover intention. When it comes to unmet expectations and turnover intention, researchers are still unsure how these are mediated by organizational commitment, job satisfaction, and person-organization fit. This study is designed to explore these issues. For participants, this study gathers a total of 253 advertising practitioners from small-medium and large-sized/independent and in-house advertising agencies. The proposed research model was tested using structural equation modeling (SEM) via AMOS. The study results, as hypothesized, show that employees' unmet expectations have a direct impact on organizational commitment, job satisfaction, and person-organizational fit. The findings suggest that organizational commitment and job satisfaction also have a direct impact on turnover intention. The findings also show, however, that person-organization fit has no impact on turnover intention. Practical implications are discussed.

**KEY WORDS** Unmet Expectation • Organizational Commitment  
• Job Satisfaction • Turnover Intention

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Advertising agencies or consulting firms, heavily rely on sound relationships with clients. Such relationships are considered a driving force in the growth of the company. Prior studies suggest that personnel turnover is considered an important factor that influences the break-up of agency-client relationships (Michell et al., 1992; Madill et al, 2007). In a similar vein, a study conducted in Korea also found that advertising agency man power is an important criteria in selecting an advertising agency (Kim, 2018). Staff continuity helps maintain consistency and trust in the relationship between advertising agencies and clients.

Unfortunately, personnel changes are a real problem in advertising agency-client relationships. According to Subramony and Holton (2012), turnover can have significant negative effects on business performance. In addition, turnover has been considered to be costly and disruptive any organization (Harhara, Singh, & Hussain, 2015). In fact, both agencies and marketing department personnel have high rates of personnel turnover (Schimel, 2017; Richards, 2016; Kim, et al, 2010). It is possible that a vital factor to the continuous growth of an advertising agency is its being able to reduce its turnover. Ma et al. (2010) also suggest that recruiting and retaining excellent advertising man power is the most important agency's competitive edge.

There has been much study in exploring and explaining the relationship between advertising agencies and clients (Dimitrova & MacKay, 2017; Turnbull & Wheeler, 2016; Waller, 2004; Prendergast, Shi, & West, 2001). As to employee turnover in advertising agencies, scholars have given little attention. This scarcity notwithstanding, such research could provide meaningful and practical implications not only to advertising agencies but also to other organizations. Much research suggests that unmet expectations of employees may result in job turnover (Wang, Sang, Li, & Zhao, 2016; Yang, Johnson, & Niven, 2018). Thus, this study examines the relationship between unmet expectations and turnover intention as well as the mediating effects of organizational commitment, job satisfaction, and person-organization fit on unmet expectations and turnover intention.

From a theoretical perspective, this study examines what the previous literature has already suggested is true. Does organizational commitment, job satisfaction, and person/organization fit mediate the relationship between unmet expectations and turnover intention? The result of this study could enhance the pre-

vious literature and theories which suggested that unmet expectation results in low job satisfaction, low organizational commitment, and low person/organization fit and consequently high job turnover intention. Thus, this study is likely to make an initial attempt to help to understand the effects of unmet expectation among practitioners in advertising agencies. The last section of this study discusses managerial implications.

## THEORETICAL BACKGROUND

### **Impact of Turnover in Advertising Agency (Agency-Client Relationship)**

Turnover is categorized as voluntary or involuntary, and functional or dysfunctional (Lim, Loo, & Lee, 2017). Voluntary turnover means that employees leave their job due to better career opportunities in another company while involuntary turnover refers to the process where companies dismiss employees due to performance issue, layoff and separation (Abbasi, Hollman, & Hayes, 2008). Turnover may be dysfunctional and detrimental to companies when highly talented employees leave the company (Peachey, Burton, & Wells, 2014). On the other hand, turnover may be functional to companies when companies lay off poor performers. (Peachey et al.).

Advertising is deemed by many observers to be one of the most dynamic industries. For that very reason, its high turnover rates are a well-known feature. Due to the dynamic growth of the advertising industry and increasing job opportunities in top global network agencies, young and creative talents are likely to try their hand at creativity and innovation in this field. However, staying with the same agency for too long could be translated as “limiting their growth opportunity.” The best way to increase their demand in the market may be by switching to another agency.

It is essential that employees seek new opportunities to increase their productivity and to create innovative campaigns. Employees become dissatisfied with their job when they feel their job is redundant and mechanical with a very limited scope of learning. There are other major factors that influence employees' high turnover rate, such as a salary freeze within the advertising agency and increasing

work pressure.

While not always harmful, turnover in the advertising industry has both pros and cons. When a job position opens due to some lost agency personnel, the agency has an opportunity to recruit young highly skilled talent. These young employees help the agency to establish branding strategies and to produce better output for their clients. Another advantage of turnover in the agency is cost saving when senior staff is replaced by this sort of young talent. At lower compensation, the young talent carries out the same roles and responsibilities, providing the agency a cost-saving opportunity.

Recruiting and training new employees, on the other hand, is definitely a cost for the agency. Advertising agencies tend to spend a substantial amount of their budget on recruiting and training new employees. Most important, the agency personnel turnover may cause a negative impact on the client-agency relationship. When an experienced agency employee who worked closely with a client leaves the agency, the client may consider moving with the former employee due to the level of working relationship and their understanding of the client's business needs. It seems that personnel turnover in an advertising agency imposes a serious impact on the growth of its business. The following section focuses on factors that may influence employees' turnover intention.

## **Unmet Expectations**

Unmet expectation is defined as the discrepancy between what employees encounter on the job and what they expected to (Porter & Steers, 1973). The literature suggests that such discrepancies lead to decreased job satisfaction, reduced commitment, lower performance, and increased turnover (Wanous, Poland, Premack, & Davis, 1992). Porter and Steers' (1973) conceptualization of met/unmet expectations is the basis of much other research. They provided an early framework wherein unmet expectations led to dissatisfaction, leading to exit. Thus, Porter and Steers posited that job dissatisfaction mediates the relationship between unmet expectations and turnover. When a new employee finds his job not squaring with his preconception of it, he or she is likely to experience unmet expectations (Porter & Steers, 1973). In an employee behavior context, an unmet expectation may lead to

undesirable outcomes, such as low organizational commitment, low job satisfaction, and high turnover intention.

According to the literature, met expectations are associated with organizational commitment (Yang, Johnson, & Niven, 2018; Wang, Sang, Li, & Zhao, 2016; Wanous et al., 1992), job satisfaction (Yang, Johnson, & Niven, 2018; Wang, Sang, Li, & Zhao, 2016; Greenhaus, Seidel, & Marinis, 1983; Wanous et al., 1992), self-efficacy (Tannenbaum et al., 1991), job performance (Wanous et al., 1992), and motivation (Tannenbaum et al., 1991). Unmet expectations are associated with absenteeism (Porter & Steers, 1973), intention to quit (Wanous et al., 1992), and turnover (Yang, Johnson, & Niven, 2018; Wanous et al., 1992).

According to Martin (1979), turnover intention refers to how badly an employee wants to leave an organization. Turnover is the voluntary or involuntary permanent withdrawal from an organization. High turnover causes increased recruiting, selection, and training costs. When knowledgeable and experienced employees leave, their departure can also disrupt the efficiency of an organization; replacements must be found and prepared to assume positions of responsibility (Robbins, 2001). All organizations must deal with voluntary or involuntary turnover. The pros and cons of voluntary or involuntary turnover could be summarized as follows.

First, in terms of pros, when kept at a reasonable level it facilitates organizational flexibility and employee independence; this lessens the need for layoffs (Robbins, 2001). Second, some degree of turnover is desirable since new people bring with them new ideas, approaches, abilities, and attitudes. They help prevent stagnation (Holmes & Schmitz, 1996). As for the negative side, the organization loses people it does not want to lose (Robbins, 2001). When turnover is excessive, or when it involves valuable employees, it can disrupt the effectiveness of an organization.

Farr, O'Reary, and Barlett (1973) came up with five categories of turnover: 1) remaining on the job, 2) terminated due to lack of progress, 3) voluntary turnover, 4) involuntary quitting, and 5) refused employment. The involuntary quitting category takes into account those workers who quit for such reasons as family's moving from the area, sickness in the family, and so forth. The voluntary turnover category comprises workers who had to quit voluntarily or be terminated for absenteeism. This study counts only voluntary turnover.

In sum, unmet expectations in an organization can be detrimental (Bacharach, Bamberger, & Sonnenstuhl, 1996). Thus, this study expects that:

- H1: The higher an employee's unmet expectation, the lower the likelihood of the employee being committed to the organization in the advertising agency contexts.
- H2: The higher an employee's unmet expectation, the lower the likelihood of the employee being satisfied with the job in the advertising agency contexts.
- H3: The higher an employee's unmet expectation, the lower the likelihood of a good person-organizational fit in the advertising agency contexts.

## **Organizational Commitment**

Organizational commitment, a subject covered deeply in organizational behavior literature, has received a great deal of attention. This is because there are “links between organizational commitment and two variables of considerable importance to the study of vocational behavior: turnover intentions and actual turnover” (Allen & Meyer, 1996, p. 252). Organizational commitment, a predictor of organizational outcome, is the “psychological attachment felt by the person for the organization” (O'Reily & Chatman, 1986, p. 493). O'Reily and Chatman (1986) suggested that organizational commitment reflected the degree to which an individual internalizes or adopts the characteristics or perspectives of an organization. Allen and Meyer (1996) defined it as a psychological link between an employee and employer that makes it less likely that the employee will voluntarily leave the organization. Beyond these definitions, organizational scientists have developed numerous scales by which to measure it.

Allen and Meyer (1990) integrated numerous definitions of organizational commitment and proposed a three-component model of commitment. This model proposes that the psychological linkage between employees and their organizations can take three quite distinct forms, each of which is given a label (Allen & Meyer, 1990; Meyer & Allen, 1991; Allen & Meyer, 1996). First, affective commitment is defined as identification with, involvement in, and emotional attachment to

an organization. It is plausible to assume that employees with affective commitment remain with the organization because they want to. Second, continuance commitment is based on the employees' recognition of the costs associated with leaving the organization. Employees with strong continuance commitment remain with the organization because they feel they must. Finally, normative commitment is defined as commitment based on a sense of obligation to the organization. Allen and Meyer (1996) suggested that employees with strong normative commitment remain with an organization because they feel they ought to. Although the three components of commitment are conceptually different; they have straightforward implications for staying with an organization or leaving it.

The literature has shown that organizational commitment is an antecedent to turnover intention (Wang, Sang, Li, & Zhao, 2016; Tarigan & Ariani, 2015; Horn & Griffith, 1995). There is also a substantial body of research that has found that organizational commitment is negatively related to an employee's intention to quit (Wang, Sang, Li, & Zhao, 2016; Horn & Griffith, 1995; Mathieu & Zajac, 1990). Extending these findings to the current research, organizational commitment will be negatively related to turnover intention. Unmet expectations are likely to affect organizational commitment and organizational commitment and thus likely to affect turnover intention. Given this, it is assumed here that organizational commitment mediates unmet expectation and turnover intention.

Based on the previous literature and empirical study, the following hypothesis is proposed.

- H4: The lower an employee's organizational commitment, the greater the likelihood of an employee's job turnover intention in the advertising agency contexts.

## **Job Satisfaction**

Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job (Brief & Weiss, 2001; Weiss, 2002). Weiss (2002), while arguing that job satisfaction is an attitude, pointed out that researchers should clearly distinguish the objects of cognitive evaluation which are affects (emotion), beliefs, and behaviors.

This definition suggests that we form attitudes toward our jobs by taking into account our feelings, beliefs, and behaviors.

As Brown and Peterson (1993) claimed, job satisfaction is one of the most widely studied constructs in sales force research. From an organization's perspective, satisfied employees are likely to exude greater commitment to an organization (Tarigan & Ariani, 2015; Tschopp, Grote, & Gerber, 2014; Koch & Steers, 1978; Williams & Hazer, 1986) and a lower tendency to leave the organization (e.g., Brown & Peterson, 1993; Cohen, 1993; Futrell & Parasuraman, 1984; Johnston, et al., 1990; Sager & Johnston, 1989). Job satisfaction is positively correlated to organizational commitment and intention to stay (Tarigan & Ariani, 2015; Tschopp, Grote, & Gerber, 2014). The current study posits that job satisfaction will play a mediating variable since unmet expectations are likely to lead to low job satisfaction; thus low job satisfaction is likely to affect turnover intention.

Based on the literature and empirical study the following hypothesis is put forward.

- H5: The lower an employee's job satisfaction, the higher the employee's job turnover intention in the advertising agency contexts.

## **Person-Organization Fit**

Person-organization fit (P-O Fit) refers to "compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both" (Kristof-Brown, Zimmerman, & Johnson, 2005). Fit is also defined as an employee's perceived compatibility or comfort with an organization and with his or her environment. An employee's personal values, career goals and plans for the future must "fit" with the larger corporate culture and the demands of his or her immediate job (e.g., job knowledge, skills, and abilities).

In studying voluntary turnover, for example, O'Reilly, Chatman, and Caldwell (1991) found that employees who had a poor fit with the organization's values were terminated slightly faster than employees who had a good fit, but only after 20 months of tenure. Chatman (1991) later reported that when organizational entry



produces poor person-organizational fit, employees are likely to leave an organization. The literature suggests that high P-O Fit has a positive relationship with job satisfaction (Downes, Kristof-Brown, Judge, & Darnold, 2017; Farooqui & Nagendra, 2014) and organizational commitment (Farzaneh, Farashah, & Kazemi, 2014) but has a negative relationship with turnover intentions (Memon, Salleh, Baharom, & Harun, 2014). Consequently, it leads to job retention, which could be translated into low turnover. Thus, it is assumed that P-O Fit not only affects turnover intention but also mediates the effects of unmet expectation and turnover intention.

- H6: The lower an employee's person-organization fit, the higher the employee's job turnover intention in the advertising agency contexts.

## METHOD

### Sample and Procedure

To explore the link between unmet expectations and turnover intentions among practitioners in advertising agencies in South Korea, a paper and pencil survey was conducted. As shown in Appendix A, the survey consisted of questions asking participants to assess their levels of unmet expectations, organizational commitment, job satisfaction, person-organization fit, and turnover intention. They also answered questions regarding their demographics and job-related questions such as the number of years of experience and job titles in the advertising agencies.

A total of 253 participants were selected from small/medium-sized ( $n = 122$ , 48.2%) to large-sized advertising agencies ( $n = 131$ , 51.8%). In terms of the structure of advertising agency, the small/medium-sized company happened to be independent agencies while large sized companies happened to be an in-house advertising agency. As for participants' job titles, the majority of participants were account managers ( $n = 126$ , 49.8%), followed by creatives ( $n = 55$ , 21.7%), media planners ( $n = 39$ , 15.4%), account planners ( $n = 14$ , 5.5%), other ( $n = 6$ , 2.4%), promotion managers ( $n = 5$ , 2%), administrators ( $n = 4$ , 1.6%), and finance man-

Table 1. Participants' Demographic Profiles

Demographics	
Gender	Males ( $n = 121, 47.8\%$ ), Females ( $n = 132, 52.2\%$ )
Age	Mean Age – 33.1 Years 20~30 years old ( $n = 145, 57.3\%$ ) 31~40 years old ( $n = 99, 39.1\%$ ) 41~50 years old ( $n = 5, 2\%$ ) Over 51 years old ( $n = 4, 1.6\%$ )
Size of Ad Agency	Small-medium sized ( $n = 122, 48.2\%$ ) Large-sized ( $n = 131, 51.8\%$ )
Types of Ad Agency	Independent Agency ( $n = 122, 48.2\%$ ) In-House Agency ( $n = 131, 51.8\%$ )
Job Titles	Account Manager ( $n = 126, 49.8\%$ ) Creative ( $n = 55, 21.7\%$ ) Media Planner ( $n = 39, 15.4\%$ ) Account Planner ( $n = 14, 5.5\%$ ) Other ( $n = 6, 2.4\%$ ) Promotion Manager ( $n = 5, 2\%$ ) Administrator ( $n = 4, 1.6\%$ ) Finance Manager ( $n = 4, 1.6\%$ )
No. of Years in Ad Agency	1~5 years ( $n = 51, 20.2\%$ ) 6~10 years ( $n = 92, 36.4\%$ ) 11~15 years ( $n = 65, 25.7\%$ ) 16~20 years ( $n = 39, 15.4\%$ ) Over 21 years ( $n = 6, 2.4\%$ )
Education	BA ( $n = 216, 85.4\%$ ) MA ( $n = 35, 13.8\%$ ) Ph.D. ( $n = 2, 0.8\%$ )

agers ( $n = 4, 1.6\%$ ). Males made up 47.8 % ( $n = 121$ ) of the participants, and females 52.2% ( $n = 132$ ). The mean age was 33.1 years old. The average number year of experience at an advertising agency was 6.4.

## Measure

### Unmet expectation

Researchers have thus far yielded various measures for unmet expectations. In some studies, researchers used between-person discrepancy scores while researchers in other studies used within-person discrepancy scores. Unmet expect-

ations are represented by the discrepancy between pre-entry expectations and post-entry realizations. Since using between-person expectation scores is very likely to violate the aforementioned definition of unmet expectation, within-person discrepancy scores are considered desirable for the unmet expectation related studies (Wanous, Poland, Premack, & Davis, 1992).

This study, however, did not adapt a longitudinal study due to the inherent difficulty of conducting one (i.e., measuring college students' pre-entry expectation of working at advertising agency and finding those students who work at an advertising agency at the time of measuring their post-entry expectation would be challenging). Rather, this study measures unmet expectations by asking two questions; 1) "At this point, my experiences in this organization have fallen short of my expectations" (unmet expectation question) and 2) "At this point, my experiences in this organization have exceeded my expectations" (met expectation question). A 7 here meant "strongly agree" and a 1 meant "strongly disagree." After reverse scoring the met expectations item, these two items were combined to generate a single measure of unmet expectations. This measure of unmet expectations was adopted from Wanous et. al's study (1992) and modified. To measure unmet expectations this study primarily relied on the accuracy of the respondent's memory, precluding the gathering of longitudinal data or the use of discrepancy scores.

### **Organizational commitment**

Meyer and Allen's (1997) 3-dimensional measure assessed organizational commitment. To assess overall organizational commitment, an averaged composite of all items was used for the three dimensions; Meyer and Allen's sub-scales were used. The earlier versions of the OCQ (Meyer & Allen, 1991; Allen & Meyer, 1990) contained 24 items (i.e., 8 items for each scale). The later version by Meyer, Allen, and Smith (1993) and by Meyer and Allen (1997) contained only 18 items (i.e., 6 items for each scale). This study adopted the later version of OCQ. We asked six questions each for affective, continuance, and normative organization commitment. Organizational commitment using the total of 18 questions was measured on a 7-point Likert-type scale, anchored by strongly disagree (1) and strongly agree (7).

### **Job satisfaction**

Job satisfaction was measured with two items used by Irving and Meyer (1994) and Meyer and Allen (1997). The two items included short questions such as 1) “All things considered, how satisfied are you with your job?” 2) “Considering all of the jobs you might realistically have at this point in your career, how does your current job compare?” These two questions were asked on a 7-point Likert-type scale where 7 meant “very satisfied” and 1 meant “very unsatisfied.”

### **Person-organization fit**

The perceived person-organization fit was measured with three items: 1) “To what degree do you feel your values ‘match’ or fit this organization and the current employees in the organization?” 2) “My values match those of current employees in organization.” 3) “Do you think the values and ‘personality’ of this organization reflect your own values and personality?” (Cable & Judge, 1996). Responses were anchored on a 7-point Likert-type scale, anchored by 1 (not at all) and 7 (completely). Initially, the first item was proposed to measure person-organization fit. A reliability issue arose, however, derived from asking a single question to measure a construct. Hence, two items were added later to verify and extend the measurement validity of the one-item scale (Cable & Judge, 1996).

### **Turnover intention**

Items measuring turnover intention were adapted from Hom, et al., (1984). The three items were as follows: “Do you intend to leave the organization in the next 12 months?” “How strongly do you feel about leaving the organization within the next 12 months?” “How likely is it that you will leave the organization in the next 12 months?” An averaged composite was used in analysis. Turnover intention was measured on a 7-point Likert-type scale, anchored by not very likely (1) and very likely (7).

Table 2. Questionnaire Items (scales, Cronbach alpha, AVE and CR)

Items	Measures	$\alpha$	AVE	CR
Unmet Expectation	At this point, my experiences in this organization have fallen short of my expectations. At this point, my experiences in this organization have exceeded my expectations.	.92	.87	.85
Organizational Commitment	(Affective Organization Commitment) It would be very hard for me to leave my department right now, even if I wanted to. I do not feel any obligation to remain with my current employer. I would be very happy to spend the rest of my career with this department. One of the few negative consequences of leaving this department would be the scarcity of available alternatives. Even if it were to my advantage, I do not feel it would be right to leave my organization now. I really feel as if this department's problems are my own.  (Continuance Organization Commitment) Right now, staying with my department is a matter of necessity as much as desire. I do not feel a strong sense of "belonging" to my department. I feel that I have too few options to consider leaving this department. I do not feel "emotionally attached" to this department. I would feel guilty if I left my organization now. I do not feel like "part of the family" at my department.  (Normative Organization Commitment) This organization deserves my loyalty. If I had not already put so much of myself into this department, I might consider working elsewhere. I would not leave my organization right now because I have a sense of obligation to the people in it. This department has a great deal of personal meaning for me. Too much of my life would be disrupted if I decided I wanted to leave my department now. I owe a great deal to my organization.	.78	.89	.86
Job Satisfaction	All things considered, how satisfied are you with your job? Considering all of the jobs you might realistically have at this point in your career, how does your current job compare?	.89	.91	.88
Person-Organizational Fit	To what degree do you feel your values 'match' or fit this organization and the current employees in the organization? My values match those of current employees in organization. Do you think the values and 'personality' of this organization reflect your own values and personality?	.93	.79	.85
Turnover Intention	Do you intend to leave the organization in the next 12 months? How strongly do you feel about leaving the organization within the next 12 months? How likely is it that you will leave the organization in the next 12 months?	.91	.93	.89

## RESULTS

### Test of Proposed Hypotheses (Proposed Research Model)

A path analysis was performed via SPSS AMOS 21.0 to test the structural model concerning the relationships among the variables. As shown in Table 5, the overall fit indices for the model were acceptable, revealing a moderate fit of the model with the data ( $\chi^2 = 27.28$ ,  $df = 4$ ,  $p < .001$ ; NFI = .90, GFI = .92; AGFI = .93; CFI = .94; RFI = .92; RMSEA = .074). A model is regarded as acceptable if the normed fit index (NFI) and goodness of fit index (GFI) exceed .90 and if the comparative fit index (CFI) exceeds .93, and when the RMSEA is less than .08 (Browne & Cudeck, 1993; Byrne, 1994).

H1 posits that an employee's unmet expectation will negatively influence organizational commitment. Study results show that such a relationship is significant ( $\beta = -.35$ ,  $p < .001$ ). H2 proposes that an employee's unmet expectation will negatively influence job satisfaction. Study results show the relationship to be significant ( $\beta = -.58$ ,  $p < .001$ ). H3 posits that an employee's unmet expectation will negatively influence person-organization fit. Study results indicate that an employee's unmet expectation has a significant relationship with person-organization fit ( $\beta = -.54$ ,  $p < .001$ ). H4 posits that an employee's organizational commitment will negatively influence turnover intention. The study results show that impact to be significant ( $\beta = -.44$ ,  $p < .001$ ). H5 posits that an employee's job satisfaction will negatively affect turnover intention. Study results show that influence to be significantly negative ( $\beta = -.53$ ,  $p < .001$ ). H6 posits that an employee's person-organization fit will negatively influence turnover intention. As shown in Table 5, study results indicate that an employee's person-organization fit does not have a significant relationship with turnover intention ( $\beta = .07$ ,  $p > .05$ ). In sum, the findings provided support for H1, H2, H3, and H4 but not H6.

Figure 1. Proposed Research Model

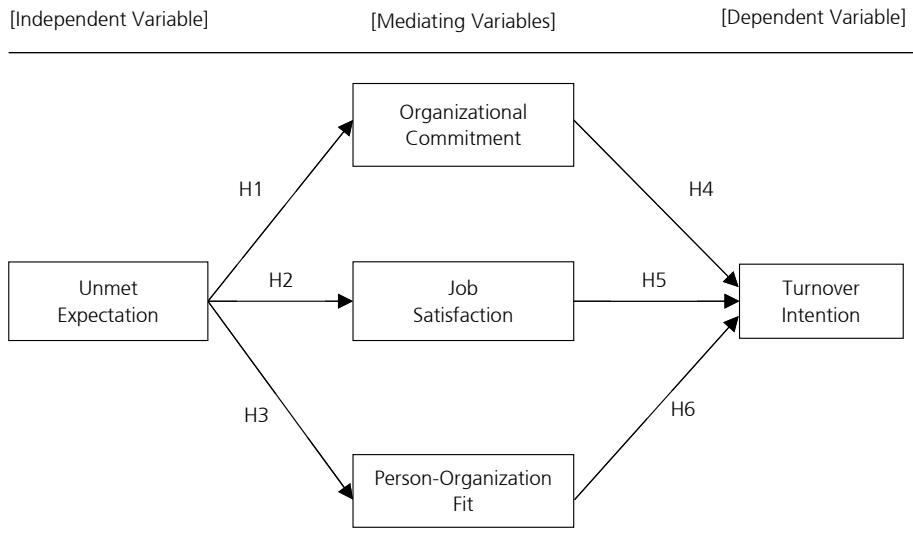
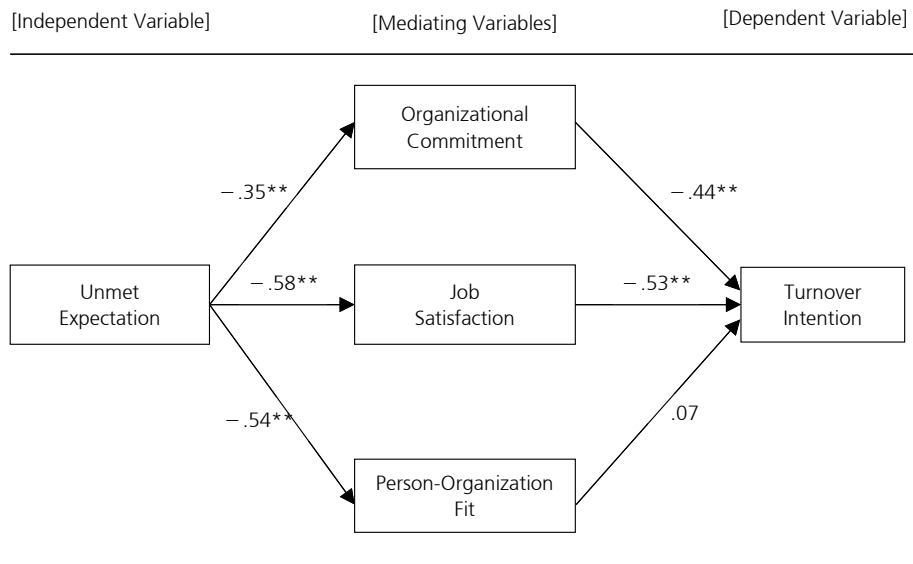


Figure 2. Path Model



Goodness-of-fit statistics:  $\chi^2 = 28.76$ ,  $df = 36$ ,  $p < .001$ ; NFI = .91, GFI = .94; AGFI = .92; CFI = .93; RFI = .93; RMSEA = .068  
 (\* indicates  $P < .05$  and \*\* indicates  $P < .01$ )

Table 3. Discriminant Validity

Latent Variable	1	2	3	4	5
1 unmet expectation	<b>.87</b>				
2 organizational commitment	.61	<b>.89</b>			
3 job satisfaction	.56	.45	<b>.91</b>		
4 person-organization fit	.51	.55	.53	<b>.79</b>	
5 turnover intention	.39	.45	.41	.46	<b>.93</b>

Note: Values in bold type along the diagonal indicate the square root of the average variance extracted (AVE). For discriminant validity, these values should exceed off-diagonal correlations.

Table 4. Correlation Matrix

<i>N</i> = 253	1	2	3	4	5
1 unmet expectation	1				
2 organizational commitment	– .518**	1			
3 job satisfaction	– .539**	.599**	1		
4 person-organization fit	– .539**	.566**	.518**	1	
5 turnover intention	.369**	– .426**	– .505**	– .281**	1

\* indicates  $P < .05$  and \*\* indicates  $P < .01$ .

Table 5. Parameter estimates for causal paths

Hypotheses	Causal Paths	Standardized Parameter Estimates	Standard Error	t-value
H1	unmet expectation → organizational commitment	– .353**	.037	–9.62**
H2	unmet expectation → job satisfaction	– .578**	.057	–10.17**
H3	unmet expectation → person-organization fit	– .539**	.053	–10.17**
H4	organizational commitment → turnover intention	– .436	.117	–3.73**
H5	job satisfaction → turnover intention	– .526	.075	–7.04**
H6	Person-organization fit → turnover intention	.067	.080	.84

Goodness-of-fit statistics:  $\chi^2 = 28.76$ ,  $df = 36$ ,  $p < .001$ ; NFI = .91, GFI = .94; AGFI = .92; CFI = .93; RFI = .93; RMSEA = .068

(\* indicates  $p < .05$  and \*\* indicates  $p < .01$ )



## DISCUSSION

The study's findings strengthen those of the literature, suggesting a link between unmet expectations and organizational commitment, job satisfaction, person-organization fit, job turnover intentions (Yang et al., 2018; Wang et al., 2016; Tarigan & Ariani, 2015; Tschopp et al., 2014; Wanous et al., 1992; Greenhaus et al., 1983; Wanous et al., 1999). As posited in the proposed hypotheses, the study found that employees' unmet expectations negatively influenced their organizational commitment, job satisfaction, and person-organizational fit. In the current study, employees' organizational commitment was measured on the three dimensions such as affective, normative, and continuance commitment. It is plausible to assume that when employees' expectations are not met at an advertising agency, their commitment is influenced in a negative manner. In a similar vein, when expectations are not met, job satisfaction and person-organization fit are likely to decrease.

As noted, person-organization fit did not have an impact on employees' turnover intention. In contrast employees' organizational commitment and job satisfaction did. The literature has found person-organization fit to be an important influencing factor on employees' turnover intention (Hassan, Akram, & Naz, 2012; Peng, Lee, & Tseng, 2014). In this study, however, it was not as impactful as organizational commitment and job satisfaction. This phenomenon could be explained by the current job condition in Korea where unemployment rate is at record highs (12.5%) among young job seekers (Korean Information Statistical System, 2016). Since the unemployment rate is high, employees are not likely to quit their current job just because of a poor person-organization fit. It is carefully assumed here that economic conditions might have played a role in this study when it comes to the role of person-organization fit in the employees' job turnover intention.

### **Managerial Implications and Areas for Future Research**

It is evident that employees' unmet expectations in an advertising agency negatively influence organizational commitment and job satisfaction, which have a great negative impact on job turnover intention. A recent study also supported the notion that unmet job expectations are predictive of low job satisfaction and high turnover

intentions (Maden, Ozcelik, & Karacay, 2016). Thus, advertising agencies should come up with ideas about how to cope with employees' unmet expectations. In order to decrease employees' unmet expectations in an advertising agency, realistic job previews are deemed to be essential. As a general rule of thumb, hiring the suitable employees in the beginning is the key to a successful person-environment fit. A realistic job preview can help companies and their candidates in figuring out if the job is a good fit or not (Breugh & Billings, 1988). A realistic job preview can provide potential employees with information regarding the responsibilities, challenges, expectations and rewards of the job. It is crucial for advertising agencies to conduct realistic job previews before finalizing the selection process. By doing this, advertising agencies can increase the possibility of retaining employees while lowering turnover intentions.

High turnover intention could be detrimental to the growth of any advertising agency. In particular, the turnover of highly talented employees is dysfunctional and detrimental to advertising agencies (Peachey, Burton, & Wells, 2014). Therefore, the following measures are suggested. First, it is essential for advertising agencies to run retention programs, giving employees incentives to stay. Money and training are deemed to be two of the many elements that help lower employee turnover. Providing employees with diverse learning opportunities would ensure them to think that they are well equipped to adapt themselves to the quick changes in the dynamic industry. Second, companies need to find ways to recognize their employees according to their due. Employees thrive on recognition. Recognition is one of the several measures that can increase employees' job satisfaction. Third, advertising agencies are considered to have a "chronic disease"—overwork. Employees often work 60 to 80 hours per week. Employees are likely to suffer burnout. Thus, advertising agency management should manage work levels and be aware of the impact of overwork. Lastly, and most important, companies need to provide employees a better working atmosphere and a sense of community. Managers need to motivate their employees by giving them opportunities to be exposed to innovative and challenging projects. Especially with large companies, employees may not feel a sense of belonging which can make them feel detached from their organization. Feeling a sense of community, employees may find their job turnover intention decreasing.

Further research is needed on the study of turnover intention at an advertising agency. First, it would be interesting to examine what factors affect employees' unmet expectations. Finding antecedents of unmet expectations could be a starting point to curb employees' job turnover intention. Second, as indicated in the study, person-organization fit did not influence turnover intention. Instead of person-organization fit, person-job fit could yield a meaningful study result. Indeed, much research suggests poor person-job fit results in job turnover intention (Hollenbeck, 1989; Mathis & Jackson, 2011; Saks & Ashforth, 1997; Wilk & Sackett, 1996). Third, another important factor influencing job turnover intention could be psychological climate. Psychological climate is defined as how employees interpret and perceive their organizational environment (Selmer, 2005). We could extend our understanding of what triggers employees to leave their organization by investigating psychological climate, likely to be derived from individual differences, differences in features of the organization's environment and differences in the interaction between the individuals and the working environment (James, James, & Ashe, 1990).

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# 국내 광고실무자들의 관점

## 충족되지 않은 기대감이 이직 의도에 어떠한 영향을 미치는가

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광고 대행사에서의 이직률에 대한 연구가 아직 활발하지는 않다. 충족되지 않은 기대감과 이직 의도와의 관계는 연구 주제로서 큰 의미가 있다. 조직 몰입, 업무 만족, 및 개인과 조직 간의 조화 등이 충족되지 않은 기대감과 이직 의도에 매개 역할을 하는지에 대한 연구가 미비하다. 본 연구는 이러한 실무적인 광고 대행사의 이직 의도에 미치는 요인들을 살펴보고자 한다. 본 연구를 위해 중소 대행사를 비롯해 대규모 대행사, 독립 대행사 및 인하우스 대행사에 근무하는 253명의 광고 실무자들이 설문에 참여했다. 제안된 연구 모델은 AMOS를 통해 구조방정식 모델링을 통해 확인하였다. 연구 결과, 가설에서 제안했듯이 직원의 충족되지 않은 기대감은 조직 몰입, 업무 만족, 및 개인과 조직 간의 조화에 직접적인 영향을 미치는 것으로 나타났다. 또한, 조직 몰입과 업무 만족은 이직 의도에 직접적인 영향을 미치는 것으로 나타났다. 본 연구 마지막 장에 실무적 함의에 대해서 토의하였다.

**KEY WORDS** 충족되지 않은 기대감 • 조직 몰입 • 업무 만족 • 이직 의도

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## Appendix

### A 문항들

변수	측정	신뢰도
충족되지 않은 기대감	현재, 이 조직에서 나의 경험은 기대치에 못 미친다. 현재, 이 조직에서 나의 경험은 기대치를 뛰어 넘는다.	.92
조직 헌신도	(감정적인 조직 헌신도) 내가 원할지라도 지금 당장 내가 속한 부서를 그만두는 것은 어렵다. 나는 내가 속한 조직에 계속 있어야 한다는 의무감을 느끼지 않는다. 나는 내가 속한 조직에서 남은 커리어를 보내면 행복 할 것 같다. 내가 속한 조직을 떠나면서 생기는 부정적인 측면 중의 하나는 선택의 폭이 좁아지는 것이다. 나에게 도움이 될지라도, 당장 내가 속한 조직을 떠나는 것은 옳지 않다고 생각한다. 내가 속한 조직의 문제는 마치 나의 문제처럼 느껴진다. (지속적인 조직 헌신도) 지금 시점에서 보면, 현재 조직에 남는 것은 필요이기도 하지만 동시에 나의 바램이기도 하다. 나는 내가 속한 조직에 강한 소속감을 느끼지 않는다. 나는 내가 속한 직장을 떠나면 갈 수 있는 회사 선택의 수가 많지 않다. 나는 내가 속한 이 조직에 감정적으로 강한 애착을 가지고 있지는 않다. 나는 내가 속한 직장을 당장 그만두게 된다면 죄책감을 느낄 것이다. 나는 내가 속한 조직을 가족의 구성원처럼 느끼지 않는다. (규범적인 조직 헌신도) 내가 속한 조직은 충성할 만한 가치가 있다. 만약 내가 이 조직에 최선을 다하지 않았다면, 나는 이직을 고려 할 것 같다. 나는 내가 속한 조직의 사람들에게 의무감을 가지고 있기 때문에 지금 당장은 이 조직을 그만두지는 않을 것이다. 내가 속한 이 조직은 나에게 개인적으로 큰 의미를 가지고 있다. 내가 속한 조직을 지금 그만둔다면 내 삶의 많은 부분이 단절 될 것이다. 나는 내가 속한 조직에 많은 (심리적/정신적) 빚을 지고 있다.	.78
직업 만족도	모든 것을 고려해 볼 때, 나는 현재 내 일에 만족한다. 내가 현실적으로 가질 수 있는 모든 직업들을 고려해 볼 때, 나는 현재 내일에 만족한다.	.89
개인-조직간의 조화	내가 가진 가치와 내가 속한 조직이 가지고 있는 가치와 어느 정도 일치 한다고 생각한다. 내가 가진 가치와 내가 속한 조직의 직원들이 가지고 있는 가치는 비슷하다고 생각한다. 내가 속한 조직의 가치와 개성은 나의 가치와 개성을 반영한다.	.93
이직 의도	귀하께서는 향후 12개월 이내에 이직을 고려 하고 계십니까? 귀하께서는 향후 12개월 이내에 이직을 깊게 고려하고 계십니까? 향후 12개월 이내, 귀하는 이직의 가능성이 있습니까?	.91