



# The Role of Empathetic Company Philosophy and Advanced Technologies in Shaping Job Attitudes

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## Abstract

**Background:** Although the literature has assessed various factors underlying employee attitudes, knowledge of company philosophy and advanced technology is lacking, especially in the context of the major drivers of job satisfaction and turnover intentions. **Objectives:** This study clarified the differences in the factors contributing to job satisfaction and turnover intentions, focusing on 10 factors—eight from the literature (rewarding work, skill acquisition, fair wages, work–life balance, flexible work, office equipment, relationships with superiors, and corporate social responsibility) and two new factors: company philosophy and advanced technology. **Methods:** Following a literature review and hypotheses development, we applied structural equation modeling to data collected using an online survey of 1,000 workers employed in 10 industries (automobiles, banking, clothing, cosmetics, electronics, food, government, IT, medical and health care, and retail) in Japan. **Results:** An empathic company philosophy increases job satisfaction, and this effect is more prominent among women than among men. This study concretely demonstrated that company philosophy is an important tool for motivating employees within an organization toward a common goal. Additionally, it showed that the introduction of advanced technology increases turnover intentions regardless of gender. **Conclusions:** Analyzing the factors behind employee attitudes, such as the introduction of advanced technology, may improve job satisfaction and decrease turnover intention.

**Keywords:** job satisfaction; turnover intention; rewarding work; ChatGPT; structural equation modelling

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## Introduction

Companies should consider their employees more important than their customers, and to ensure employee job satisfaction and reduce turnover intentions, they should utilize the strategy of internal marketing. Internal marketing refers to focusing on and supporting employees as internal customers in a marketing context (Kanyurhi & Bugandwa Mungu Akonkwa, 2016). Employee satisfaction gained through this activity increases sales (Rucci et al., 1998), improves organizational reputation (Scaringella et al., 2022), and affects the speed of the response to changes in the market environment (Bayraktar et al., 2017). The effects of internal marketing are universal, regardless of the organization's size or the difference in occupations (Hogreve et al., 2017). Although its importance is widely recognized, internal marketing is difficult to implement effectively. This is because employee motivation management is one of the oldest and most difficult challenges faced by managers (Rahimić et al., 2012). Employees have multiple needs that are driven by diverse motivations (Lee & Raschke, 2016). Some employees value a work environment with busy schedules that allow them to acquire specialized skills, while others prioritize work-life balance. Hence, organizations must comprehensively understand the factors that contribute to employee job satisfaction and turnover intentions for employees to maximize their performance.

Studies have extensively explained the factors underlying job satisfaction and turnover intentions. However, the literature has not sufficiently examined the following viewpoints.

The first factor that emerged is company philosophy, and it continues like this for the other factors. As this is an abstract concept, it has been downplayed owing to the difficulty in motivating employees to work toward a common goal (Campbell & Yeung, 1991; Collins & Porras, 2008; Davies & Glaister, 1996). Recently, an increasing number of companies have focused on creating "purpose statements" to examine the reason for their existence and demonstrate their social impact (Kenny, 2022). However, the effects of this factor on job satisfaction and turnover intentions are poorly understood.

The second perspective is advanced technology. Businesses have increased their competitiveness by taking advantage of rapidly evolving technologies (Lundvall & Rikap, 2022; Olan et al., 2022). Conversely, from the perspective of employees, new technologies create job insecurity (Li & Huang, 2020; Schwabe & Castellacci, 2020). In particular, generative AI, as exemplified by ChatGPT, threatens the jobs of highly skilled workers whose skills were once thought to be the sole purview of human creativity and reasoning (Rotman, 2023). Despite this, however, the impact of introducing cutting-edge technology into an organization on employee attitudes has not been sufficiently examined.

The third is a comprehensive evaluation of job satisfaction and turnover intention factors. The factors demonstrated in the literature include rewarding work (Chavadi et al., 2022; Hu et al., 2022; Peng et al., 2020), skill acquisition (Kato et al., 2023; Puhakka et al., 2021; Sesen & Ertan, 2022), fair wages (Ge et al., 2021; Koo et al., 2020; Liu et al., 2019), work-life balance (Bautista et al., 2020; Mas-Machuca et al., 2016; Sorribes et al., 2021), flexible work (Allen et al., 2015; Bellmann & Hübler, 2021; Bentley et al., 2016), office equipment (Danielsson & Bodin, 2008; Spreckelmeyer, 1993; Van Der Voordt, 2004), relationships with superiors (Modaresnezhad et al., 2021; Roberts & David, 2020; Talukder, 2019), and corporate social responsibility (CSR) (Asrar-ul-Haq et al., 2017; López-Concepción et al., 2022; Murshed et al., 2021). However, these studies' findings are fragmented. Moreover, there is a concern that the effects of the factors are overestimated, as the factors are considered individually in these studies.

Finally, the fourth is the difference in the factors underlying job satisfaction and turnover intentions. Although the two are closely related (Abd-Ellatif et al., 2021), their factors differ (Chavadi et al., 2022; Lee, 2020; Puhakka et al., 2021). Surprisingly, few studies have addressed these main factors and clarified their differences.

To address these gaps, this study aimed to clarify the differences between the factors underlying job satisfaction and turnover intentions, focusing on 10 factors—the aforementioned eight factors from the literature and two new factors, namely company philosophy and advanced technology. This study aimed to add company philosophy and advanced technology perspectives to the previously fragmented knowledge of internal marketing and to expand the knowledge in an integrated manner. We applied structural equation modeling to data collected through an online survey of 1,000 workers in 10 industries in Japan. The results showed that while a relatable corporate philosophy increased job satisfaction, the introduction of advanced technology increased intentions to leave the company. Clarifying how these factors are prioritized can help practitioners design effective personnel systems. The rest of the article is organized as follows. Section 2 describes previous research on the employee attitude and presents the study hypotheses. Section 3 describes the survey and data analysis methods. Section 4 then describes the results. Section 5 describes theoretical and practical implications. Finally, Section 6 summarizes the study and describes limitations and future research tasks.

## Literature Review and Hypotheses Development

In this section, we summarize the main factors of employee attitude and derive the hypotheses for this study.

### *Company philosophy*

Profits and shareholder value drive for-profit companies; moreover, profits help them achieve bigger goals (George et al., 2023). This phenomenon is explained using many terms: philosophy, mission, vision, purpose, credo, or the company way (Collins & Porras, 2008). That said, these terms are used with similar connotations by companies, such as “the most important part of the philosophy is the corporate mission” (Shee & Abratt, 1989) and “corporate mission and philosophy” (Balmer, 1995). However, clear definitions for these terms have not yet been established. Balmer (1995) unified the definitions of philosophy and stated that philosophy refers to the “espoused values of the organization’s owner or its chief executive and management board.”

Philosophy is a more important tool for strategic policy and employee motivation within an organization than for building an external image (Balmer, 1995; Klemm et al., 1991). Consider the following example of a statement by a prominent company: “Establish an ideal factory that stresses a spirit of freedom and open-mindedness” (Sony, 2023). To motivate employees, companies should design a personnel system that makes everyone feel they are pursuing an important purpose (Klinghoffer & McCune, 2022). Company philosophy is related to improvements in organizational performance (Kenneth & Baetz, 1998), and its effect may also be exhibited from an employee’s perspective. Accordingly, we propose the following hypotheses:

- H1a: A clear and empathetic company philosophy positively affects job satisfaction.
- H1b: A clear and empathetic company philosophy negatively affects turnover intentions.

### *Rewarding work*

Perceptions of the social impact and meaning of one's work significantly impact job satisfaction (Hu et al., 2022; Peng et al., 2020). Rewarding work has lasting effects on well-being because it satisfies basic intrinsic needs (Ward & King, 2017). Hence, job satisfaction depends on the match between the job desired by a person and the acquired job (Chavadi et al., 2022). Therefore, we propose the following hypotheses:

- H2a: Rewarding work positively affects job satisfaction.
- H2b: Rewarding work negatively affects turnover intentions.

### *Skill acquisition*

The workplace environment in which professional skills are developed is a strong factor supporting career success (Puhakka et al., 2021; Rožman & Čančer, 2021). Awareness of workplace training both increases job satisfaction and reduces workplace stress (Sesen & Ertan, 2022). In some cases, the environment wherein one can acquire specialized knowledge that can be used at work is emphasized rather than career status, such as annual income and position (Kato et al., 2023). Accordingly, we propose the following hypotheses:

- H3a: Jobs that lead to skill acquisition positively affect job satisfaction.
- H3b: Jobs that lead to skill acquisition negatively affect turnover intentions.

### *Fair wages*

Wages are typical working conditions that have a significant impact on employees' physical and mental health (Yildirim et al., 2022). Fair wages are a major attraction for employees and reduce their willingness to leave (Ahmić & Čizmić, 2021; Liu et al., 2019). Rewards, such as promotions and incentives, are also effective factors in this regard (Koo et al., 2020). Effort–reward imbalances are detrimental to health (Ge et al., 2021). Hence, we propose the following hypotheses:

- H4a: Fair wages positively affect job satisfaction.
- H4b: Fair wages negatively affects turnover intentions.

### *Work-life balance*

Workload is the most common stressor (Bautista et al., 2020), and employees may experience frustration when work eats into their personal time. Therefore, organizations can benefit from implementing practices relevant to their employees' quality of life (Soribes et al., 2021). Employee work–life balance is positively correlated with organizational pride and job satisfaction (Mas-Machuca et al., 2016). Based on the background, managers in organizations need to focus on developing a culture that fosters the development of work-life balance among employees (Parray et al., 2023). Therefore, we propose the following hypotheses:

- H5a: Work–life balance positively affects job satisfaction.
- H5b: Work–life balance negatively affects turnover intentions.

### *Flexible work style*

While the benefits of flexible working styles are apparent, they also entail numerous risks. Social isolation in remote work is a major risk factor and can lead to employee dissatisfaction (Bentley et al., 2016). Additionally, various factors hinder remote work, such as caring for young children. Therefore, it is difficult to identify the impact of remote work (Bellmann & Hübler, 2021). However, the existing knowledge of remote work needs to be verified in the post-COVID-19 phase (Wang et al., 2021). During the COVID-19 pandemic, as most employees could choose their working style, most demanded flexible working styles. Remote work started gaining popularity even

before the pandemic (Allen et al., 2015); however, its popularity has increased rapidly since 2020. Accordingly, we propose the following hypotheses:

- H6a: Flexible work positively affects job satisfaction.
- H6b: Flexible work negatively affects turnover intentions.

### *Office equipment*

The purpose of office design is to increase employee satisfaction and improve labor productivity (Van Der Voordt, 2004). It has long been recognized that the variety of equipment in an office has important implications for employees (Spreckelmeyer, 1993). Further, the office environment affects job satisfaction and employees' health status (Danielsson & Bodin, 2008). Workspace design enhances the attractiveness of an organization and plays a positive role in sending a signal not only to existing employees but also to potential candidates (Maier et al., 2022). Hence, we propose the following hypotheses:

- H7a: Office equipment positively affects job satisfaction.
- H7b: Office equipment negatively affects turnover intentions.

### *Relationships with superiors*

Support from a superior reduces job dissatisfaction (Modaresnezhad et al., 2021) and resolves work-family conflicts (Talukder, 2019). Conversely, harassment by a superior, such as when a superior uses their phone in front of employees, reduces employee motivation and worsens job performance (Roberts & David, 2020). Therefore, we propose the following hypotheses:

- H8a: A good relationship with a superior positively affects job satisfaction.
- H8b: A good relationship with a superior negatively affects turnover intentions.

### *Corporate social responsibility (CSR)*

Perceived CSR is significantly associated with job satisfaction and organizational commitment (Asrar-ul-Haq et al., 2017; Murshed et al., 2021). Corporate leaders should implement appropriate CSR strategies (López-Concepción et al., 2022). In particular, the younger generation, represented by Generation Z, has a strong tendency to pay more attention to intangible characteristics such as CSR than to physical characteristics (Nguyen Ngoc et al., 2022). Hence, we propose the following hypotheses:

- H9a: CSR positively affects job satisfaction.
- H9b: CSR negatively affects turnover intentions.

### *Advanced technology in day-to-day work*

The effect of advanced technology on corporate competitiveness is undeniable. A recent notable technological innovation is artificial intelligence (AI). Combining AI with data and insights within an organization helps identify redundancies in business processes and allows optimal utilization of resources to improve performance (Olan et al., 2022). China's progress in this regard has been particularly remarkable, with Alibaba and Tencent continuing to grow rapidly owing to AI's benefits (Lundvall & Rikap, 2022). However, there is a concern that advanced technology has the opposite effect from an employee satisfaction perspective. Many workers have anxiety about losing their jobs when AI and robots are adopted (Li & Huang, 2020; Schwabe & Castellacci, 2020). Of course, suppose there is a high degree of match between an employee's expertise and cutting-edge technology. In that case, there is a possibility that tolerance for that technology will increase, but we inferred that employees as a

whole tend to be negative about cutting-edge technology. Therefore, we propose the following hypotheses:

- H10a: Introducing advanced technology negatively affects job satisfaction.
- H10b: Introducing advanced technology positively affects turnover intentions.

### *Differences in the effects of company philosophy on employee attitudes by gender*

In general, women have a higher capacity for empathy compared to men (Di Tella et al., 2020; Spenser et al., 2022) and therefore experience empathy more frequently (Depow et al., 2021). In addition, women tend to prioritize moral foundations (Graham et al., 2011), while men tend to tolerate morally questionable behavior (Ward & King, 2018). We speculate that this characteristic also applies to company philosophy. In light of serious social problems, such as environmental issues, companies are required to balance solving these problems with economic growth (Davis, 2021). In Western developed countries, all companies are reforming to implement social or environmental objectives defined in their clear purpose (Segrestin et al., 2021). Therefore, defining company philosophy beyond profit maximization is one of the fundamental tasks of management in the 21st century (Brosch & Mohnen, 2021). Therefore, we believe that company philosophy, which defines a social meaning that transcends the company's profits, is more attractive to women than to men. We derived the following hypothesis, and Figure 1 presents the hypothetical model for this study.

- H11a: A clear and relatable company mission has a more positive impact on job satisfaction for women than for men.
- H11b: A clear and relatable company mission has a more negative impact on turnover intentions for women than for men.

## Methodology

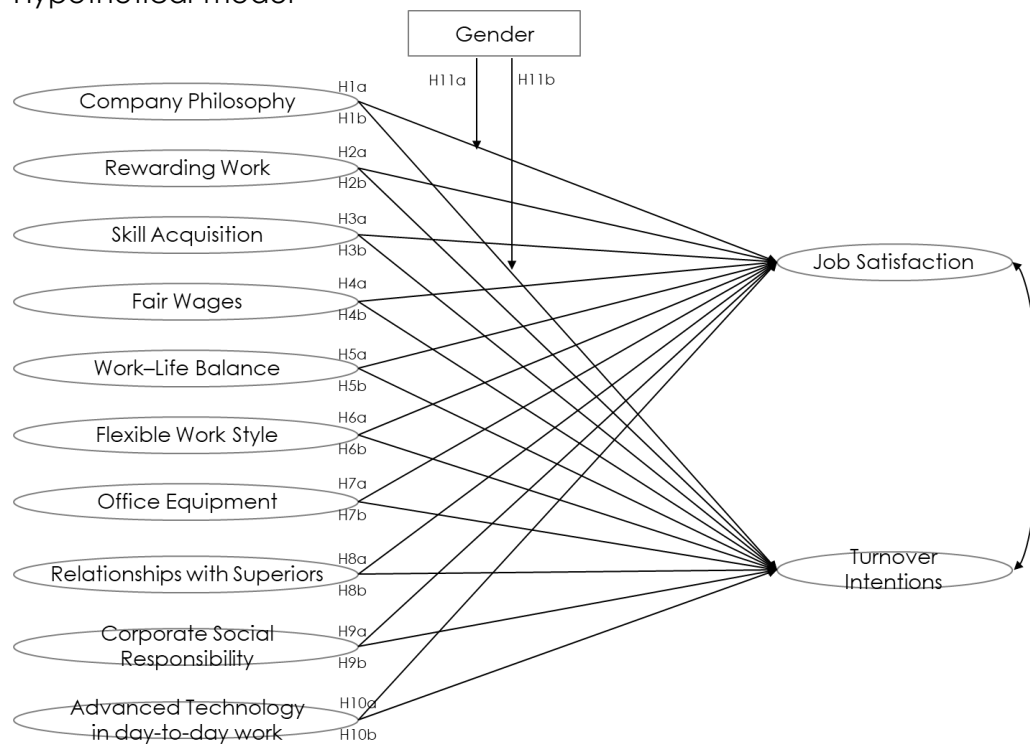
### *Research instrument and data collection*

From December 16–20, 2022, we conducted an online survey of 1,000 individuals between the ages of 20 and 60 in Japan. To be eligible for the survey, the participants had to be (a) regular workers and (b) employed in one of the 10 target industries (automobiles, banking, clothing, cosmetics, electronics, food, government, IT, medical and health care, and retail).

The survey was distributed to a research panel from Cross Marketing, Inc., one of Japan's largest research companies. The panel has 5.41 million active participants (those who have participated in a survey within the past 12 months) registered (Cross Marketing, 2022). Since the survey company keeps track of the demographics of active participants, we distributed the survey with an even distribution of gender, age, industry, and job.

Tables 1, 2, and 3 show how data were collected equally across gender/age/industry/and job groups to avoid bias toward specific consumer attributes. Due to ethical considerations regarding personal information protection, we did not ask respondents for their specific company names or detailed information. All study participants provided informed consent to the survey system. As shown in Table 4, the survey required respondents to rate three statements each for 12 factors, including job satisfaction and turnover intentions, using a five-point Likert scale (definitely disagree; definitely agree).

Figure 1  
Hypothetical model



Source: Authors' work

Table 1  
Demographic characteristics

Characteristic	Modalities	# of respondents
Gender	Male	500
	Female	500
Age	20s	200
	30s	200
	40s	200
	50s	200
	60s	200

Source: Authors' work

Table 2  
Company characteristics

Characteristic	Modalities	# of respondents	Company	Modalities	# of respondents
Industry	Automobiles	100	Size	– 99	266
	Banking	100		100 – 499	181
	Clothing	100		500 – 999	124
	Cosmetics	100		1,000 – 4,999	189
	Electronics	100		5,000 –	240
	Food	100			
	Government	100			
	IT	100			
	Medical	100			
	Retail	100			

Source: Authors' work

Table 3

Respondent characteristics

Characteristic	Modalities	# of respondents
<b>Job</b>	Management	46
	Sales & Marketing	204
	Engineering	187
	Production	114
	Back Office	201
	Others	248
<b>Job Title</b>	Staff	669
	Assistant      Section Chief	119
	Section Chief	102
	Department Manager	110
<b>Annual Income of Respondents</b>	– 1.9 m¥	66
	2 – 3.9 m¥	308
	4 – 5.9 m¥	293
	6 – 7.9 m¥	179
	8 – 9.9 m¥	76
	10 – 14.9 m¥	46
	15 – 19.9 m¥	7
	20 m¥ –	25

Note. m¥ means million yen.

Source: Authors' work

### Statistical methods

In this study, the hypotheses were verified using structural equation modeling. The variables used are shown in Table 4. This model was applied after extracting factors via factor analysis. We used the comparative fit index (CFI), goodness of fit index (GFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA) as fit indices. A level of 5% was considered statistically significant. The analysis was conducted using R version 3.6.2.

### Results

As shown in Figure 2, as per the structural equation modeling results, completely different factors contribute to job satisfaction and turnover intentions. These factors (in the following order) have significant positive effects on job satisfaction: rewarding work, work–life balance, company philosophy, and fair wages. However, flexible work exhibits a negative effect on (reduces) job satisfaction, contrary to expectations. Meanwhile, skill acquisition and good relationships with superiors negatively affect (reduce) turnover intentions, while advanced technology has a positive effect (increases) turnover intentions. No effect is detected for either office equipment or CSR. The fitness indices indicate good fit (CFI = 0.955, GFI = 0.924, SRMR = 0.043, RMSEA = 0.046). Therefore, H1-1, H2-1, H3-2, H4-1, H5-1, H8-2, and H10-2 are supported, whereas the other hypotheses are not supported.

Additionally, as shown in Figure 3, multiple-sample structural equation modeling was applied to examine gender differences. As expected, a positive and significant effect of company philosophy on job satisfaction was confirmed only for women. As with the overall results, no significant effect of company philosophy on turnover intention was detected even for women. Therefore, H11a is supported, but H11b is not. Regarding other aspects of gender differences, job satisfaction is attributed to fair wages for men

and to work–life balance for women. Skill acquisition and relationships with superiors contribute to turnover intentions for men and women, respectively. This may be because women tend to face sexual harassment at work (Alrawadie et al., 2022). In other words, men place more emphasis on objective factors, whereas women emphasize psychological factors, such as human relationships and an empathetic company philosophy. Turnover intention caused by advanced technology is common, regardless of gender.

Table 4

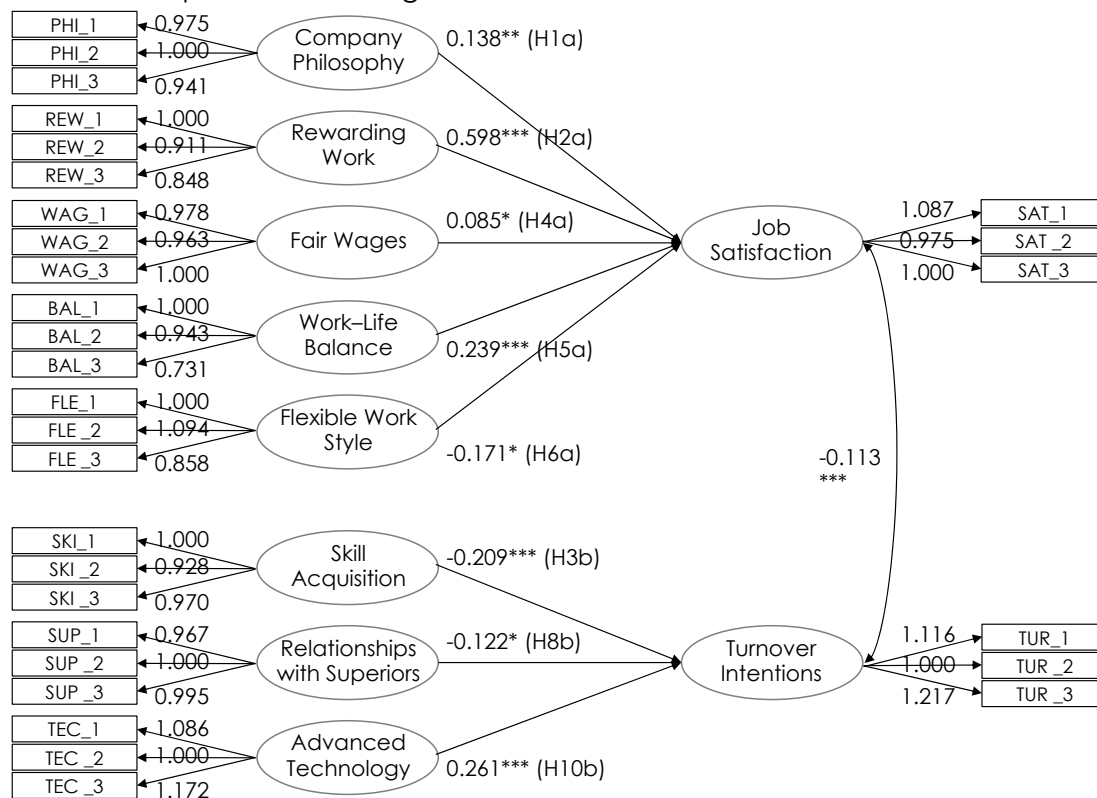
Research instrument: Survey design

Factor	Variable	Question	Mean	Reference
<b>Job Satisfaction</b>	SAT_1	Generally speaking, I am very satisfied with this job.	3.089	Schermuly et al. (2011)
	SAT_2	I am proud to tell people that I work at this company.	3.125	Griffin et al. (2010)
	SAT_3	I hope to stay with this job until retirement.	3.363	Crow et al. (2012)
<b>Turnover Intention</b>	TUR_1	I'm willing to try other jobs when an opportunity is offered	2.519	Chao et al. (2015)
	TUR_2	I would feel very happy about working for another employer.	2.902	Mayfield and Mayfield (2007)
	TUR_3	I would change jobs if I could find another position that pays as well as my current one.	2.974	Mayfield and Mayfield (2007)
<b>Philosophy</b>	PHI_1	The founding philosophy of the company I work for is clear.	3.147	Original
	PHI_2	I empathize with the philosophy of the company I work for.	3.102	Original
	PHI_3	The business purpose of the company I work for is clearly defined.	3.144	Original
<b>Rewarding Work</b>	REW_1	I am rewarded for my work.	3.243	Crow et al. (2012)
	REW_2	I find the work that I do full of meaning and purpose.	3.302	Yeh (2013)
	REW_3	Others appreciate my work.	3.218	Greve et al. (2014)
<b>Acquiring Skills</b>	SKI_1	I view my work as contributing to my personal growth.	3.074	Peng et al. (2020)
	SKI_2	I have the confidence to enrich my knowledge and the skills to meet future changes.	3.084	Ko (2012)
	SKI_3	I have attended training programs that may help develop my career.	2.921	Kong et al. (2015)
<b>Fair Wages</b>	WAG_1	I am satisfied with the pay I receive for my job	2.968	Auer Antoncic and Antoncic (2011)
	WAG_2	I am satisfied with my position.	3.015	Ko (2012)
	WAG_3	My salary is equivalent to my responsibilities.	2.930	Al-Refaie (2015)
<b>Work-Life Balance</b>	BAL_1	Nowadays, I seem to enjoy every part of my life equally well.	2.944	Haar (2013)
	BAL_2	I am satisfied with my work-life balance.	3.121	Haar (2013)
	BAL_3	I manage to balance the demands of my work and personal and family life well.	2.924	Haar (2013)
<b>Flexible Work</b>	FLE_1	I can decide when to take a break.	3.246	Demircioglu (2021)
	FLE_2	I have significant autonomy in determining how I do my job.	2.765	Schermuly et al. (2011)
	FLE_3	The company allows its employees to have side jobs.	2.476	Original

<b>Fulfilling Office</b>	OFF_1	My workplace has good access to the office.	3.057	Rothe et al. (2012)
	OFF_2	My office is kept clean.	2.513	Rothe et al. (2012)
	OFF_3	My workplace has excellent office facilities.	2.849	Rothe et al. (2012)
<b>Relationship with Boss</b>	BOS_1	My boss respects my opinion.	3.074	Crow et al. (2012)
	BOS_2	My boss attaches great importance to internal communication.	3.104	Körner et al. (2015)
	BOS_3	The principal is the one who could help me mend my hard feelings.	2.898	Zhang et al. (2016)
<b>CSR</b>	CSR_1	My current employer treats everyone fairly.	2.983	Jauhari and Singh (2013)
	CSR_2	Our company helps solve social problems.	3.010	Murshed et al. (2021)
	CSR_5	Our company gives adequate contributions to local communities.	2.964	Murshed et al. (2021)
<b>Advanced Technology</b>	TEC_1	My workplace is actively introducing artificial intelligence.	2.353	Original
	TEC_2	My workplace is promoting business innovation through digital transformation.	2.777	Original
	TEC_3	My workplace emphasizes automation by robots.	2.475	Original

Source: Authors' work

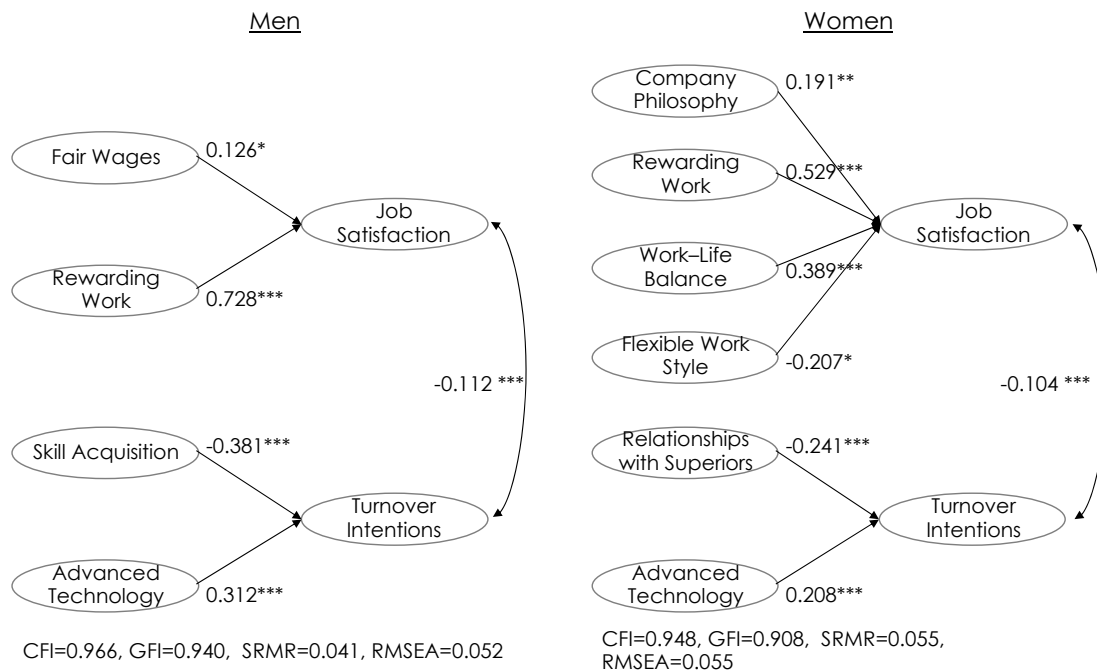
Figure 2  
Structural equation modeling results



CFI=0.955, GFI=0.924, SRMR=0.043, RMSEA=0.046

Source: Authors' work

Figure 3  
Structural equation modeling results by gender



Source: Authors' work

## Implications

### Theoretical implications

This study provides two main theoretical contributions. First, two new factors—company philosophy and advanced technology—were evaluated in the context of job satisfaction and turnover intentions. An empathic company philosophy increases job satisfaction, and this effect is more prominent among women than in men. The study concretely demonstrated that company philosophy is an important tool for motivating employees within an organization, as it makes them feel that they are all working toward the same goal. This result concurs with previous studies' findings (Balmer, 1995; Klemm et al., 1991; Klinghoffer & McCune, 2022). This study contributes to the field by showing that the effect of company philosophy is significant even when evaluated in conjunction with other strong factors. Additionally, the introduction of advanced technology increases turnover intentions. It was confirmed that employees' concerns about losing their jobs owing to the introduction of innovative technologies such as AI hold regardless of gender.

Second, a large amount of literature has been accumulated on the factors that influence employee attitudes. Looking at the research to date, the following eight factors can be identified; rewarding work (Chavadi et al., 2022; Hu et al., 2022; Peng et al., 2020; Ward & King, 2017), skill acquisition (Kato et al., 2023; Puhakka et al., 2021; Rožman & Čančer, 2021; Sesen & Ertan, 2022), fair wages (Ahmić & Čizmić, 2021; Ge et al., 2021; Koo et al., 2020; Liu et al., 2019; Yildirim et al., 2022), work-life balance (Bautista et al., 2020; Mas-Machuca et al., 2016; Parray et al., 2023; Sorribes et al., 2021), flexible work style (Allen et al., 2015; Bellmann & Hübler, 2021; Bentley et al., 2016; Wang et al., 2021), office equipment (Danielsson & Bodin, 2008; Maier et al., 2022; Spreckelmeyer, 1993; Van Der Voordt, 2004), relationships with superiors (Modaresnezhad et al., 2021; Roberts & David, 2020; Talukder, 2019), CSR (Asrar-ul-Haq

et al., 2017; López-Concepción et al., 2022; Murshed et al., 2021; Nguyen Ngoc et al., 2022). However, there are few studies that comprehensively examine these factors and clarify their influence on job satisfaction and turnover intentions. We comprehensively evaluated the factors related to job satisfaction and turnover intentions, which were subdivided and integrated into this study's findings. By treating the 10 factors equally, this study showed, for the first time, that the factors contributing to job satisfaction and turnover intentions differ. Furthermore, this comprehensive analysis clarified the differences between the factors contributing to job satisfaction and turnover intention. For instance, company philosophy, rewarding work, fair wages, and work-life balance had a positive effect on job satisfaction, whereas flexible work had a negative effect. Conversely, skill acquisition and good relationships with superiors had a negative effect on turnover intention, whereas advanced technology had a positive effect.

### *Practical implications*

This study provides five practical implications. First, factors contributing to job satisfaction and turnover intentions differ. We confirmed that there are different factors in both cases. For example, if practitioners want to increase women's job satisfaction, they need a system that improves their work-life balance; moreover, to lower their turnover intention, they need a system that improves their relationships with superiors. Therefore, the effective human resources policies that organizational managers should adopt will differ depending on whether they want to increase job satisfaction or reduce turnover. It is important to know the objective behind implementing a measure because sufficient results cannot be obtained if the measures are developed with vague objectives.

Second, the study's results showed that managers should reaffirm the importance of a company's philosophy. Since a company's philosophy tends to be abstract, it is difficult to use it to motivate employees to work toward a common goal (Collins & Porras, 2008). Moreover, some people discount it (Davies & Glaister, 1996). Recently, however, the importance of purpose (company philosophy) has been reconsidered (Klinghoffer & McCune, 2022), as exemplified in this study. One reason for this is that environmental problems have worsened owing to economic development. Nowadays, companies are faced with various problems and are required to balance the resolution of social issues with economic growth (Davis, 2021). In other words, employees now need a philosophy that goes beyond maximizing profits in the workplace. Moreover, considering that philosophy is especially important for women, redefining the company philosophy to improve workplaces that are overly biased toward men will be effective for recruiting and motivating female employees.

Third, when introducing cutting-edge technology, employers should consider employees' concerns regarding job safety. Particularly, with the rapid development of AI, the fear of losing jobs has emerged and has received widespread attention (Li & Huang, 2020; Schwabe & Castellacci, 2020). Recently, ChatGPT, which OpenAI announced, has shown potential for handling creative tasks (Gordon, 2022; Williams, 2023). Thus, the anxiety regarding job losses owing to technology will increase further in the future. This study demonstrated that the introduction of advanced technology has a negative effect on turnover intentions. Accordingly, employees should be carefully informed about the purpose and scope of the impact before introducing a technology. However, if an employee's expertise and the introduced advanced technology are compatible, the risk is low (Wang et al., 2020).

Fourth, introducing flexible working styles requires careful consideration. Problems such as social isolation (Bentley et al., 2016) and the difficulty of separating work from

private life (Bellmann & Hübler, 2021) exist; thus, companies have not satisfactorily implemented the flexible work concept. Managers in organizations need to once again place importance on flexible working styles that include side jobs, in addition to the freedom to decide how to proceed with work and take breaks as needed.

Fifth, management should recognize that current CSR is ineffective in motivating employees to work. This is because the general approach to CSR is too far removed from business strategies (Galbreath, 2009). In the past, economic value and environmental consideration were perceived as a trade-off, but recently it has become widely recognized that they can be achieved simultaneously (Figge & Hahn, 2012). Therefore, it is necessary to achieve both consumer value and environmental measures by endowing the product itself with environmentally friendly features (Porter & Kramer, 2006). As a result, CSR that is far removed from a company's core business is not valued at present (Matsuda & Kato, 2024). Thus, sustainability should be integrated into business strategies (Derqui, 2020; Tourky et al., 2020).

## Conclusion

This study contributes to the literature on the factors affecting job satisfaction and turnover intentions by providing the following novel contributions. First, by covering 10 factors for job satisfaction and turnover intentions, this study avoided overestimating any particular factor. Second, to increase the reliability of the analysis, this study utilized a large sample that included 10 industries and was gender- and age-neutral. Third, this study added two factors (corporate philosophy and advanced technology) to employee attitudes. Scholars have long neglected philosophy because it is an abstract concept. However, with the need to balance environmental considerations with economic growth, philosophy has become a necessity in the working environment from the employee's perspective. Additionally, the introduction of advanced technologies increases employees' turnover intentions. This is especially true in cases where companies do not consider employees' perspectives when adopting advanced technology, such as AI. Hence, if such technologies are introduced rapidly while ignoring employee attitudes, there is a risk of human resource outflow. The findings of this study should be applied to improving corporate policies and strategies aimed at worker retention.

This study has several limitations. First, although this study covers 10 industries, the results are limited to Japan, which limits the generalizability of the conclusions. Japan has a unique personnel system characterized by seniority wages and lifetime employment. Therefore, the results may differ from those in other regions. Second, the effects of age or family status were not examined. Even for those who were willing to sacrifice their work-life balance to gain competence when they were young, work-life balance may become paramount after having children. Particularly in recent years, as the aging of the workforce has become a social issue (Debelak et al., 2023; Grah & Penger, 2023), continued research focusing on this generation is necessary. Third, we were unable to examine differences due to company size. Employee motivation factors vary between large companies and small- and medium-sized enterprises (Kato et al., 2023). Fourth, occupational differences were not considered. The required working conditions may change between occupations where employees work in offices and those where they work in factories, as well as between occupations that involve routine work and those with new daily tasks. Finally, the effects of the capabilities and performance of each employee were not considered. Depending on the ability level, the required work environment conditions change. Therefore, by using detailed data for each employee (i.e., occupation, ability,

personnel evaluation) as adjustment variables, we can obtain more accurate results. These are topics for future research.

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