

Job Transfer Intention of Teachers in the Three Southern Provinces of Thailand

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Abstract: This study aims to examine the effect of control, community, and values fit on job transfer intention and the indirect effect through regulatory failure and job burnout. A total of 371 teachers from public primary schools in the three southern provinces of Thailand were randomly selected. The questionnaire was administered to examine how they agreed or disagreed with the statements. The partial least square structural equation model and the disjoin two-stage approach were used to analyse the data. The results reveal that community, values, regulatory failure, and job burnout collectively predict job transfer intention with a moderate level of predictive accuracy. The mediation analysis asserted the complex mechanism of regulatory failure and job burnout in the relationship between community and values fit toward job transfer intention. This study asserts the association between person-environment fit and regulatory failure by the referent point definition. It also illustrates how regulatory failure affects job burnout and the subsequent behaviour intention. The study presents an interesting discussion based on findings and avenues for future research to extend the current work.

Keywords: *Job Burnout; Job Transfer Intention; Person-Environment Fit; Regulatory Failure; Thailand*

1. Introduction

The cognitive appraisal on the fit between the person and the work environment can entail affective responses and generate one's attitude, which activates behavioural intention toward work and organization (Yu et al., 2021; Žemguliene, 2012). Misfit experiences bring about job stress and strain. Chronic stress and maladjustment can potentially develop job burnout symptoms. The high degree of job burnout engenders various forms of job withdrawal, such as absenteeism and turnover intention (Maslach & Leiter, 2016). Interestingly, the experience of misfit involves either positive or negative discrepancies (Edwards & Shipp, 2007; van Vianen, 2018). The positive discrepancy will arise when the desired positive outcomes are absent, whereas the negative discrepancy will emerge when the undesired negative outcomes are present. The outcome valence will be interpreted and influence subsequent responses. This psychological mechanism indicates the underlying association between discrepancy experiences and regulatory focus.

The regulatory focus theory (Higgins, 1997) states that the absence of the desired outcome is a non-gain or promotion failure that will generate dejection-related emotion. For example, every time when a student attempt to get an A grade and the result has always not come as expected, he/she will feel repeatedly disappointed and reduce optimism. The presence of undesired outcomes refers to as loss or

prevention failure, which will generate agitation-related emotion. For example, when a student attempts to avoid getting an F grade, and the result has always not come as expected, he/she will feel distressed and feel at risk. Chronic regulatory failure can bring about emotional well-being problems such as anxiety, depression, and job burnout (Dai, Altinay, Zhuang, & Chen, 2021; Jones, Papadakis, Orr, & Strauman, 2013; Klenk, Strauman, & Higgins, 2011; Strauman & Eddington, 2017; Strauman et al., 2015; Zivnuska, Kacmar, & Valle, 2017). Altogether, it expects that misfit between the person and work environment indirectly affects job transfer intention through regulatory failure and job burnout.

2. Literature Review

2.1. Job Transfer Intention

Job transfer is 'a change in the job accompanied by a change in the place of an employee's job without a change in responsibility or remuneration' (Flippo, 1984). Research on job transfer is scarce, although researchers agree on its importance. Indeed, the impact of employee transfer to another worksite within an organization is comparable to turnover. When an employee quits, the vacant position will be replaced by another employee from another worksite which will later be replaced by a new hire successively. From the global perspective, only one employee quits. However, from the local level perspective, there will be two inexperienced employees. One is the new hire, and one is the transferred employee who once is skillful in responsible tasks and familiar with the workgroup at the former worksite. In addition, the multiple iterative job transfers can incur the domino effect, which results in a more serious organizational outcome (Dalton, 1997).

Job transfer can be investigated by two approaches (Fisher & Shaw, 1994). Firstly, the retrospective approach aims to examine adjustment to the past job transfer experiences, such as perceived time employees take to become proficient after job transfer. This approach is questionable if there is a long time gap between the relocation and the survey. Secondly, the intentional approach aims to assess attitudes toward future job transfer regardless of a specific new job or location, such as how willing employees would accept or reject job transfer. This approach is unclear on how the survey and the relocation are relevant because there is no actual transfer involved. Weisheit (2018) and Remhof et al. (2014) suggest the intentional approach is more advisable because it concerns rational goal-oriented behaviour and justification of the future behaviour and its consequences.

2.2. The Relationship Between Work Environment Fit and Job Transfer Intention

Consideration of the work environment in which a person can fit may take several aspects. Edwards (2008) suggests that investigating the specific content dimensions of fit can enhance understanding the substantive of fit and mitigate the shortcomings towards predicting fit relationship. This study emphasizes control, community, and values to represent the fit in the work environment from the more specific job aspect of control to the more expressive interpersonal relationship of community and the more cognitive and emotional ideals of organizational values.

As jobholders, employees expect a certain authority to control a responsible job. Misfits in control occur when employees feel they have inadequate authority to control over the resources they need to do the job in a particular manner they believe is the most effective (Leiter & Maslach, 2003). In other words, it reflects the sense of freedom and capacity to make substantial choices. Control has a pivotal role because it involves participation and professional autonomy to shape an employee's work-life. Perceive deficiency in control than one's expecting can affect intention to leave the job (Faraz, 2017; H.-L. Liu & Lo, 2018; Yamaguchi, Inoue, Harada, & Oike, 2016)

As a part of a workgroup, employees expect a well fit in the work community, especially with colleagues and supervisors. Supervisors convey organizational values to the daily work that shape the

employees' values and actions. Perceive fit with the supervisor can promote a feeling of inclusion and certainty, ultimately enhancing rewards and career opportunities (van Vianen, 2018). Moreover, shared beliefs and values with colleagues convey quality interpersonal interactions that affect an individual's ability and contribute to workgroup performance (Werbel & Johnson, 2001). Employees are more likely to engage with their job when working in a supportive environment and effective conflict resolution. In contrast, when the workplace lacks trust and support from colleagues and supervisors, there are likely chances of employees leaving the organization (Ali, 2018; Gordon, Tang, Day, & Adler, 2018; Grissom, Viano, & Selin, 2015; Player, Youngs, Perrone, & Grogan, 2017; Xu et al., 2015).

As an organization member, employees expect their beliefs about desirable goals or standard congruence with the organization's established work rules and normative principles. When considering how to fit between person and organization, it is generally considered by comparing personal values with those of organization (Kristof-Brown & Guay, 2011). When employees hold values that fit their organization's values, they will be satisfied with the job, enhance positive attitudes, promote extra-role behaviours, identify with the organization, fulfill from work roles, and maintain the organization membership (Edwards & Cable, 2009). On the other hand, a high degree of values incongruence can increase psychological distress, reduce satisfaction, undermine engagement, and eventually increase intentions to leave (Graham, Shier, & Nicholas, 2016; M. S. Hayes & Stazyk, 2019; Rani & Samuel, 2016; Zhang, Yan, Wang, & Li, 2017).

2.3. The Mediation Effect of Job Burnout

Job burnout can be traced back to the mid-1970s in the works of a psychiatrist named Herbert J. Freudenberger and a social psychologist named Christina Maslach (Schaufeli, Leiter, & Maslach, 2009). Freudenberger describes burnout as emotional depletion, loss of motivation, and reduced commitment. Maslach indicates burnout as emotionally exhausted, negative perceptions about clients, and crises in professional competence. The first instrument for assessing job burnout was developed by Maslach and Jackson (1981) and defined it as a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment among the human services profession. Later, researchers recognized that job burnout could happen in other professions that are not clearly identified as people-oriented. Job burnout was reconceptualized regarding the job and redefined to a more general form of exhaustion, cynicism, and inefficacy.

Based on the job-person fit theory that introduces the association between the fit and organizational outcomes, Leiter and Maslach (2003, 2005) expanded and developed a theoretical framework to hypothesize the mediation effect of job burnout in the relationship between the six organizational factors (i.e., workload, control, community, fairness, rewards, and values) and organizational change. When a person and job fit well, the likelihood of engagement with work is increased. When a misfit arises, the emotional response will engender stress, and chronic stress finally emerges as job burnout symptoms. This working relationship is the same as the psychological contract (Rousseau, 1989) that employees and employers mutually develop throughout the course of employment. Psychological contract breach brings about job stress and burnout. As well as the equity theory (Adams, 1965) states that employees evaluate the effort and reward relative to other people, and the imbalance between reward and effort increases the risk of job burnout.

Misfit or imbalance between the person and the environment and poor adjustment can produce stress (Kristof-Brown & Guay, 2011). Chronic stress can deplete one's emotional and physical resources, which results in emotional exhaustion. Avoiding exhaustion prompts the coping behavior that distances oneself emotionally and cognitively from one's work. They gradually lose sympathy for others and develop a cynical attitude. Meanwhile, exhaustion and cynicism can reduce the feelings of competence and efficiency

at work. Job burnout is a feeling of fatigue and reflects the emotional response to job-person misfits, interpersonal relationship issues derived from the self-protection mechanism, and self-evaluation from their work motivation and identity (Maslach, Schaufeli, & Leiter, 2001). Experiencing a high degree of job burnout and poor adjustment can result in a self-imposed verdict of failure and various forms of job withdrawal affecting engagement (Ahmed et al., 2017) and causing absenteeism and turnover intention (Maslach & Leiter, 2016).

The mediation model of burnout was tested across occupations such as a nurse, nurse's assistant, teacher, hospital worker, and secretary (Boamah & Laschinger, 2016; Leiter & Shaughnessy, 2006; Moloney, Boxall, Parsons, & Cheung, 2018), and across the countries such as Canada, Spain, Vietnam, and Myanmar (Gascón et al., 2013; Leiter & Maslach, 2009; Mon & Weinstein, 2017; Nguyen, Kitaoka, Sukigara, & Thai, 2018). Recently, the meta-analysis conducted by Dall'Ora et al. (2020) indicates substantial support for the mediation model of job burnout but insufficiently tested in some factors. It was noted that five out of seven studies supported the association between control and job burnout, and several also supported the association between values and job burnout. However, only one study indicated community elements and its relationship to job burnout. Overall, all 19 studies assert the association between job burnout and intention to leave, but none study specific to job transfer intention.

2.4. The Mediation Effect of Regulatory Failure

Regulatory focus theory is "a distinction of two orientations that individuals adjust their behaviors and self-conceptions with desired goals" (Higgins, 1997). It is the child of self-discrepancy theory (Higgins, 2015). It proposes that the promotion focus concerns ideal self-guide that perceives advancement or gain (+1) as success that one strives for and lack of progress or non-gain (0) as a failure that must be avoided. Prevention focus involves self-guide that perceives status quo or non-loss (0) as success that one seeks and falls behind or loss (-1) as the failure that must be avoided. In addition, being a status quo (0) is not treated as a neutral state. It has positive valence in prevention focus because of success in attaining a positive outcome but has negative valence in promotion focus since it fails to attain a positive outcome (Higgins, 2018).

Accordingly, changes in the person-environment fit that signify non-gain or loss valence can induce promotion or prevention failure and motivate approach or avoidance behaviors, respectively. Information from supervisors, for example, that communicates the failure to attain the expected revenue growth will convey the non-gain outcomes (0) or promotion failure. It produces pain from the absence of positive outcomes in which subsequent behavior to avoid the further non-gain will be activated. Contrary, information that specifies failure to maintain market share can convey the loss outcomes (-1) or prevention failure, and it engenders pain from negative outcomes and subsequently activates behavioral inclinations to avoid further loss. This notion is supported in the pioneering work of Higgins et al. (1994) that clarifies the effect of positive and negative valence on regulatory approach-avoidance inclinations. Results show that when the negative framing condition induced subjects, they adhere to prevention focus and choose more avoidance strategies and vice versa.

Regarding the mediation effect of regulatory focus, previous studies demonstrated the underlying psychological mechanisms by several definitions. By the self-guide definition, for example, Hofstetter and Rosenblatt (2017) demonstrated that work importance activates ideal self-guide while work alternatives can activate ought self-guide, which triggers eagerness or strategic inclination to adopt boundaryless career attitudes. Kark et al. (2018) found that transformational leadership encourages followers to think out of the box and can stimulate followers' ideal self-guide to act creatively. Contrary, transactional leadership who pays attention to the rules and regulations can induce followers' ought self-guide and, in turn, result in vigilant behavior and less creativity. By the reference-point definition, Molden et al. (2009) and Park and

Baumeister (2015) demonstrate that experience of being rejected from the group can produce a sense of social loss which in turn trigger prevention focus response and initiates the vigilant strategic mean by withdrawing from social contact to protect further social loss experience. Liu and Li (2017) found that incremental rewards that shape the gain/non-gain situation can induce promotion focus and result in knowledge-sharing behavior.

2.5. The Serial Mediation Effect of Job Burnout and Regulatory Failure

Regulatory focus theory (Higgins, 1997) indicates the association between regulatory failure and emotional consequences. Progress or achievement of a goal brings happiness and enjoyment, while lack of progress or missing a goal cause sadness and discontent. Prevention focus concerns the presence or absence of adverse outcomes. Failure to avoid negative outcomes can bring anxiety and fear, whereas success in protecting the negative outcomes results in feelings of quiescence and relief. Furthermore, occasional regulatory failure engenders a negative affective state, which helps people adapt more effective means to pursue their goals. Chronic regulatory failure can increase the risk of job stress, emotional exhaustion, and ultimately job burnout (Klenk et al., 2011).

Previous studies assert the association between regulatory failures and emotional well-being. Idson, Liberman, and Higgins (2000) state that failure in prevention goal (-1) tends to experience more intense emotion than promotion failure (0) because it fails to achieve an obligation or minimal goal. In contrast, success in promotion goal (+1) tends to experience more intense emotion than prevention success (0) because the aspiration or maximal goal is achieved. Klenk, Strauman, & Higgins (2011) added that chronic promotion failure causes negative self-evaluation and 'hyper-eagerness', which are vulnerable to depressive symptoms. Chronic prevention failure brings the feeling of being at risk and produces 'hyper-vigilance which is related to anxiety symptoms. Recently, Zivnuska et al. (2017) found that prevention self-guide that motivates individuals to do things the right way can increase fatigue and exhaustion syndrome of job burnout.

According to Hayes (2013), the multiple mediators included in the same model may play either parallel or serial mediation. When the two mediators illustrate association to each other, it can be considered as a serial mediating role. Since previous studies suggest the association between regulatory failure and job burnout, this study expects a serial mediation model to explain how control, community, and values affect job transfer intention through regulatory failure and job burnout.

3. Conceptual Framework

3.1. Conceptual Framework

Based on the literature discussed above, the present study presents the following framework to testing:

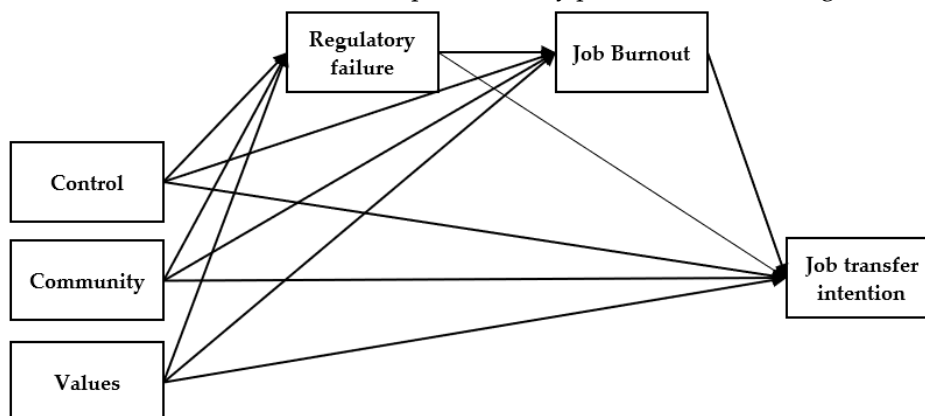


Figure 1. Conceptual Framework

3.2. Hypotheses

- H1: Control negatively related to job transfer intention.
- H2: Community negatively related to job transfer intention.
- H3: Values negatively related to job transfer intention.
- H4: The relationship between control and job transfer intention is mediated by job burnout.
- H5: The relationship between community and job transfer intention is mediated by job burnout.
- H6: The relationship between values and job transfer intention is mediated by job burnout.
- H7: The relationship between control and job transfer intention is mediated by regulatory failure.
- H8: The relationship between community and job transfer intention is mediated by regulatory failure.
- H9: The relationship between values and job transfer intention is mediated by regulatory failure.
- H10: The relationship between control and job transfer intention is serially mediated by regulatory failure and job burnout.
- H11: The relationship between community and job transfer intention is serially mediated by regulatory failure and job burnout.
- H12: The relationship between values and job transfer intention is serially mediated by regulatory failure and job burnout.

4. Research Methodology

4.1. Participants

The target population of this study was teachers who currently work at a public primary school in the three southern provinces of Thailand, namely Pattani, Narathiwat, and Yala. According to the Office of the Basic Education Commission (2018), there are 891 public primary schools and 10,741 teachers in these areas. A total of 371 teachers were selected based on Dillman's (2007) sampling formula. To ensure an objective representative sample, the current study used multi-stage random sampling method.

4.2. Measures

The measurement instruments for this study were adapted from the previous studies. The 3-item Intention to Leave scale from Vekeman et al. (2017) was adapted to measure job transfer intention. The 3-items of Control at Work subscale from the Work-Related Quality of Life (Easton & van Laar, 2018) was adapted to measure control. The 6-items Supportive Relation with Colleagues and Supervisors scale (Skaalvik & Skaalvik, 2017) was adapted to measure community. The 3-items of Value consonance scale (Skaalvik & Skaalvik, 2011) was adapted to measure values. The 16-items Oldenburg Burnout Inventory (Demerouti, Mostert, & Bakker, 2010) was adapted to measure job burnout. The 5-items promotion failure and the 5-items prevention failure from the Reference-point subscale (Summerville & Roese, 2008) were adapted to measure regulatory failure. The 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) indicated how strongly the respondents agree or disagree with a certain statement.

In addition, three human resource management academics and an expert level teacher were requested to examine the appropriateness of the instrument. Importantly, this study focused on Thai teachers who use the Thai language as a medium of communication. All the items were translated into Thai following back translation suggested by Brislin and Freimanis (2000). After the Thai version was approved, the pilot test was administered. The internal consistency reliability test results revealed that item 13 of the Oldenburg Burnout Inventory should be deleted since the Cronbach's Alpha coefficient was below the recommended threshold of 0.7 (Hair, Black, Babin, & Anderson, 2013). After deletion, the Cronbach's Alpha coefficient ranged between 0.71 and 0.94 above the recommended threshold, thus confirming the reliability of the instrument.

4.3. Data Analysis

Most of the constructs were specified as reflective measurement models except regulatory failure and job burnout. Regulatory failure was represented as a single indicator since it adapted the dominant regulatory focus method (Lockwood, Jordan, & Kunda, 2002) to examine the relative strength of regulatory failures that activate emotional and behavioral orientation. By subtracting the mean scores on the prevention failure subscale from the mean scores on the promotion failure subscale, a positive score indicates dominant promotion failure while negative scores represent dominant prevention failure. Job burnout was specified as a second-order construct. The exhaustion and disengagement dimensions were specified as lower-order reflective constructs that form the higher-order formative construct of job burnout.

The descriptive statistic was analyzed using Statistical Package for the Social Sciences (SPSS) version 22. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was chosen due to the presence of reflective-formative hierarchical constructs, and the Smart-PLS version 3.3.2 was used to assess the measurement and structural model. The disjoint two-stage approach was adopted to assess the reflective-formative measurement model (Sarstedt, Hair, Cheah, Becker, & Ringle, 2019). Finally, the mediation analysis was conducted by determining the significance of indirect effect and direct effect (Cepeda, Nitzl, & Roldán, 2017; Hair, Hult, Ringle, & Sarstedt, 2016; Zhao, Lynch, & Chen, 2010).

5. Results and Discussion

5.1. Respondent Characteristics

A total of 363 questionnaires were received back out of 371, making the response rate 97.844%. In addition, 12 questionnaires were determined inappropriate and were therefore determined as unfit for the analysis. Hence, 351 questionnaires were termed usable, making the final response rate of 94.609% response rate. Since the response rate was above 85%, additional follow-up of non-respondents appeared unnecessary (Lindner, Murphy, & Briers, 2001). The study also assessed for any outliers following the Mahalanobis distance method for multivariate outlier detection (Tabachnick & Fidell, 2013). As a result, a total of 329 samples were retained for the study.

Table 1. Respondents' Characteristics

Characteristics	Frequency	Percentage
Gender		
Male	79	24.012
Female	250	75.988
Age		
Less than 30 years	37	11.246
30-40 years	132	40.122
41-50 years	98	29.787
More than 50 years	62	18.845
Marital status		
Single	88	26.748
Married	229	69.605
Divorced	10	3.040
Religion		
Buddhism	120	36.474
Islam	206	62.614
Christian	1	0.304
Other	1	0.304
Education level		
Bachelor or equivalent	254	77.204

Characteristics	Frequency	Percentage
Master or equivalent	74	22.492
PhD or equivalent	1	0.304
Career status		
Contract teacher	51	15.502
Assistant level	25	7.599
Practitioner level	27	8.207
Professional level	146	44.377
Senior professional level	76	23.100
Expert level	3	0.912
Advisory level	1	0.304
Teaching experience in the current school		
Less than 5 years	95	28.875
5-10 years	121	36.778
11-19 years	77	23.404
20-29 years	25	7.599
More than 30 years	11	3.343

Table 1 demonstrates that a large part of the respondents was female (75.988%). Most respondents were in middle age as the table shows nearly half of them aged between 30-40 years of age (40.122%). More than half of the respondents were Islam (62.614%) and followed by Buddhism (36.474%). As much as 77.204% of the respondents earn a bachelor's degree or equivalent. Nearly half of the teachers were professional level (44.377%), followed by senior professional level (23.100%), and contract teachers (15.502%). Majority of teachers had less than 10 years of teaching experience in the current school, mostly have 5-10 years (36.778%) and followed by less than 5 years (28.875%).

5.2. Descriptive Statistics

After the data screening and preliminary analysis, the descriptive statistics of the latent constructs were analysed, as shown in Table 2. It indicates that teachers perceived more fit in the community (5.637) and values (5.626) than control (4.933). In specific to regulatory failure, the results revealed a negative value (-0.64) which indicates that teachers concern more about loss (prevention failure) than non-gain (promotion failure). Job burnout was moderately high (4.422), implying that teachers work in a stressful yet bearable. Lastly, the mean score in job transfer intention (3.281) indicates moderate intention to transfer to another school.

Table 2. Descriptive Statistics of Laten Constructs

Latent Construct	Mean	Standard Deviation
Control	4.933	1.019
Community	5.637	0.909
Values	5.626	0.849
Regulatory failure	-0.641	1.044
Job burnout	4.422	0.540
Job transfer intention	3.281	1.523

5.3. Assessment of First-Order Reflective Construct Measurement Model

In this study, control, community, values, job transfer intention were specified as first-order reflective constructs while regulatory failure utilized a single indicator of dominant regulatory failure. Following the two-stage approach (Sarstedt et al., 2019), the first step is determining internal consistency reliability using Cronbach's alpha and composite reliability (CR), convergent validity using indicator reliability and average variance extracted (AVE), and discriminant validity using Fornell-Larcker criterion, the indicator's outer loadings, and the heterotrait-monotrait ratio of correlations (HTMT).

Table 3. Loading, Cronbach's Alpha, and AVE of Lower-Order Reflective Constructs

Construct	Indicators	Loading	Cronbach's alpha	CR	AVE
TRF	trf1	0.796	0.887	0.931	0.819
	trf2	0.963			
	trf3	0.947			
DIS	brn3	0.850	0.828	0.885	0.660
	brn6	0.750			
	brn9	0.853			
	brn11	0.792			
EXH	brn2	0.844	0.775	0.867	0.686
	brn4	0.752			
	brn12	0.884			
REF	ref	1.000	1.000	1.000	1.000
CTL	ctl1	0.965	0.769	0.793	0.584
	ctl2	0.803			
	ctl3	0.420			
COM	com1	0.709	0.898	0.920	0.660
	com2	0.679			
	com3	0.824			
	com4	0.876			
	com5	0.893			
	com6	0.869			
VAL	val1	0.872	0.881	0.926	0.808
	val2	0.913			
	val3	0.910			

Individual item reliability was determined using the outer loading of each indicator. Based on Hair et al. (2016), 8 items, including brn1, brn5, brn7, brn8, brn10, brn14, brn15, and brn16, were deleted due to the outer loading below the threshold of 0.40. The Cronbach's alpha values range between 0.775 to 0.898, which exceed the recommended threshold value of 0.70. The CR values range between 0.793 to 0.931 in which is above 0.60 and below 0.95 recommended threshold. These indicate internal consistency of the measures was reliable. The AVE values range from 0.584 to 0.819, which exceeds the threshold value of 0.50. It can be concluded that convergent validity was established.

Table 4. Fornell-Larcker Criterion of lower-order reflective constructs

Variable	COM	CTL	DIS	EXH	REF	TRF	VAL
COM	0.813						
CTL	0.561	0.764					
DIS	0.240	0.226	0.812				
EXH	0.083	0.138	0.735	0.828			
REF	-0.197	-0.093	-0.225	-0.205	1.000		
TRF	-0.231	-0.158	-0.631	-0.595	0.242	0.905	
VAL	0.722	0.547	0.354	0.239	-0.123	-0.266	0.899

The Fornell-Larcker criterion was used to assess the discriminant validity. It determines if a construct is unique and captures phenomena not represented by other constructs in the model. It compares the square root of the AVE values with the latent variable correlations. The square root of the AVE scores of each construct should be greater than its highest correlation with any other construct (Hair et al., 2016). The results in Table 4 show that square root AVE scores (in bold) were greater than its highest construct's correlation among other latent constructs, indicating the existence of discriminant validity.

Table 5. Cross Loading of lower-order reflective constructs

Variable	COM	CTL	DIS	EXH	REF	TRF	VAL
ref	-0.197	-0.093	-0.225	-0.205	1.000	0.242	-0.123
brn3	0.226	0.248	0.850	0.613	-0.174	-0.516	0.335
brn6	0.146	0.026	0.750	0.512	-0.249	-0.442	0.169
brn9	0.229	0.210	0.853	0.539	-0.190	-0.541	0.319
brn11	0.168	0.220	0.792	0.713	-0.135	-0.543	0.304
brn2	0.049	0.110	0.628	0.844	-0.128	-0.479	0.218
brn4	0.043	0.012	0.490	0.752	-0.139	-0.374	0.103
brn12	0.103	0.181	0.679	0.884	-0.228	-0.587	0.244
com1	0.709	0.344	0.061	-0.048	-0.214	-0.138	0.389
com2	0.679	0.317	0.046	-0.065	-0.171	-0.135	0.368
com3	0.824	0.494	0.300	0.169	-0.109	-0.233	0.707
com4	0.876	0.520	0.230	0.096	-0.142	-0.173	0.634
com5	0.893	0.534	0.208	0.057	-0.157	-0.199	0.671
com6	0.869	0.457	0.201	0.078	-0.214	-0.214	0.609
ctl1	0.557	0.965	0.238	0.137	-0.105	-0.169	0.543
ctl2	0.442	0.803	0.117	0.077	-0.029	-0.082	0.405
ctl3	0.347	0.420	-0.015	-0.059	0.021	-0.010	0.223
trf1	-0.094	-0.050	-0.475	-0.424	0.182	0.796	-0.076
trf2	-0.247	-0.175	-0.625	-0.589	0.259	0.963	-0.288
trf3	-0.262	-0.184	-0.601	-0.583	0.211	0.947	-0.321
val1	0.697	0.464	0.272	0.149	-0.160	-0.203	0.872
val2	0.616	0.504	0.337	0.235	-0.059	-0.250	0.913
val3	0.646	0.503	0.337	0.248	-0.122	-0.258	0.910

In addition, cross-loadings were also assessed to examine outer loading for all indicators on the associated constructs and their correlation on other constructs. The presence of outer loading values that exceeds the cross-loading on other constructs suggests that discriminant validity is established. In contrast, a greater value of cross-loading than the indicator's outer loading indicates a discriminant validity problem. Table 5 shows the absence of discriminant validity problem since no indicators had loading more than the one it intended to measure.

Table 6. HTMT of lower-order reflective constructs

Construct	COM	CTL	DIS	EXH	REF	TRF	VAL
COM							
CTL	0.648						
DIS	0.258	0.195					
EXH	0.125	0.131	0.898				
REF	0.217	0.071	0.253	0.225			
TRF	0.241	0.122	0.729	0.690	0.255		
VAL	0.782	0.574	0.403	0.268	0.135	0.283	

Based on Henseler et al. (2015) and Hair et al. (2016), cross-loading fail to indicate discriminant validity when two constructs are perfectly correlated, while the Fornell-Larcker criterion poorly detects discriminant validity when indicator loading differ slightly. They suggest the heterotrait-monotrait ratio of correlations (HTMT) to enhance assessing the discriminant validity. The HTMT value above 0.90 indicates a lack of discriminant validity, while above 0.85 represents a more conservative threshold. Table 6 indicates the HTMT values lower than the threshold value of 0.90. Hence, it represents the acceptable construct discriminant validity.

5.4. Assessment of Second-Order Formative Construct Measurement Model

Following the disjoint two-stage approach (Sarstedt et al., 2019), the latent variable scores of lower-

order reflective constructs from the first stage were used to create an estimated second-order formative construct in stage two. In this regard, the latent variable score of exhaustion and disengagement were added to the dataset and treated as a formative construct of job burnout. Assessing second-order formative construct focuses on collinearity between indicators and significance and relevance of outer weights as shown in Table 7.

Table 7. Collinearity and outer weight of higher-order formative construct (job burnout)

Indicators	VIF	Weights (Loading)	t-value	p-value
DIS	2.172	0.701 (0.969)	7.557	0.000
EXH	2.172	0.365 (0.880)	3.516	0.000

After running the PLS-SEM algorithm, the results show the variance inflation factor (VIF) of all indicators of job burnout. All VIF values lower than the threshold of 5 (Hair et al., 2016) indicate the collinearity issue was not found in the model. The bootstrapping procedure with 5,000 iterations, a significance level of 5% (one-tailed), and 95% bias-corrected and accelerated (BCa) revealed the outer weight of the formative indicators. All indicators' weights were significant ($p = 0.000$), suggesting the indicator's relative contribution or importance to forming the construct.

5.5. Structural Model Assessment

At first, to ensure collinearity between the constructs is not an issue, the variance inflation factor (VIF) was examined. Each set of predictor constructs were separately analyzed with the threshold value of VIF below 5 (Hair, Risher, Sarstedt, & Ringle, 2019). Table 8 reveals that the VIF of all constructs is clearly less than the threshold value of 5. Therefore, it can be concluded that there was no collinearity problem among the predictor constructs in the structural model. Therefore, the next stage of structural model assessment can be carried out.

Table 8. Collinearity Assessment

Construct	RFT	BRN	TRF
CTL	1.554	1.555	1.560
COM	2.242	2.301	2.335
VAL	2.196	2.197	2.381
RFT		1.043	1.096
BRN			1.193

Assessing a structural model involves several criteria obtained by two means. The path coefficient (β), path significance (p -value), coefficient of determination (R^2), and f^2 effect size were obtained using the PLS-SEM algorithm and bootstrapping with 5,000 iterations with a significance level of 5% one-tailed test, 95% bias-corrected and accelerated (BCa). The predictive relevance (Stone-Geisser's Q^2) was obtained by using Blindfolding with the omission distance of 8. The results are shown in Table 9.

Table 9. Structural Model Assessment

Construct/Path	Coefficient	p-Value	R^2	f^2	Q^2
TRF			0.453		0.360
CTL→TRF (H1)	0.040	0.214		0.002	
COM→TRF (H2)	-0.140	0.017		0.015	
VAL→TRF (H3)	0.035	0.296		0.001	
REF→TRF	0.074	0.027		0.009	
BRN→TRF	-0.635	0.000		0.618	
BRN			0.162		0.120
CTL→BRN	0.068	0.182		0.004	
COM→BRN	-0.169	0.024		0.015	
VAL→BRN	0.392	0.000		0.084	
REF→BRN	-0.212	0.000		0.051	

Construct/Path	Coefficient	p-Value	R ²	f ²	Q ²
REF			0.041		0.012
CTR→REF	0.022	0.400		0.000	
COM→REF	-0.236	0.004		0.026	
VAL→REF	0.033	0.332		0.001	

In specific to job transfer intention, only hypothesis H2 was statistically supported (COM→TRF $\beta = -0.140, p = 0.017$). It confirmed the notion that the more fit in community, the lower job transfer intention. It also found significance path from regulatory failure (REF→TRF $\beta = 0.074, p = 0.027$) and job burnout (BRN→TRF $\beta = -0.635, p = 0.000$). With respect to job burnout, the results revealed significant path from community (COM→BRN $\beta = -0.169, p = 0.024$), values (VAL→BRN $\beta = -0.392, p = 0.000$), and regulatory failure (REF→BRN $\beta = -0.212, p = 0.000$). Lastly, the only path from community to regulatory failure was statistically significance (COM→REF $\beta = -0.236, p = 0.004$).

Interpretation of R² value depends on model complexity and research discipline. Since this study focuses on human resource management, R² values of 0.75, 0.50, and 0.25 represent as substantial, moderate, or weak predictive accuracy, respectively (Ringle, Sarstedt, Mitchell, & Gudergan, 2018). As shown in Table 9, R² value of job transfer intention (TRF R² = 0.453) indicates that control, community, values, regulatory failure, and job burnout collectively explain 45% of the variance in the job transfer intention or moderate level of predictive accuracy. The small value of R² for job burnout (BRN R² = 0.15) and regulatory focus (REF R² = 0.04) indicates predictive accuracy was very weak because there were high variability data with a significant trend between the exogenous and endogenous constructs.

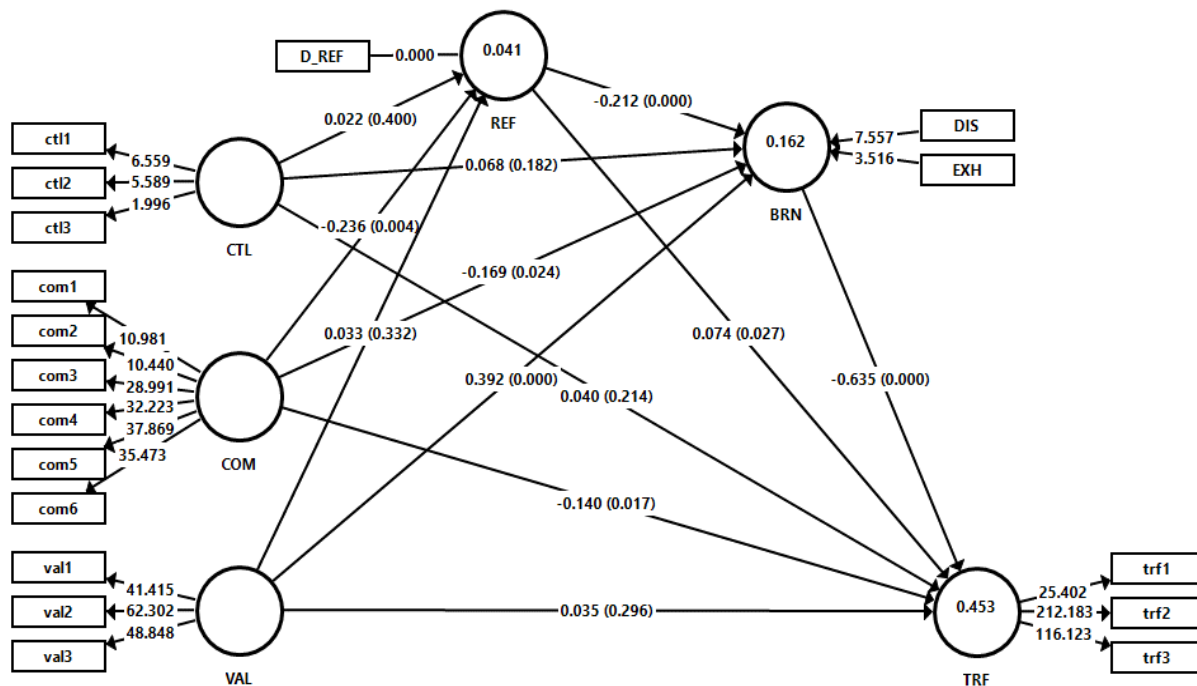


Figure 2. Structural Model

The f² value higher than 0.35, 0.15, and 0.02 represent large, medium, and small effects, while f² value of less than 0.02 indicates a lack of effect of exogenous on the endogenous construct (Cohen, 1988; Hair et al., 2019). The results demonstrated that the effect size of job burnout on job transfer intention was considerably large (BRN→TRF f² = 0.618), meaning that removing job burnout from the model caused a very large impact of the predictive power on job transfer intention. With respect to job burnout, it revealed

a small effect size from values (VAL→BRN $f^2 = 0.084$) and regulatory failure (REF→BRN $f^2 = 0.051$) as well as a community that showed a small effect size on regulatory failure (COM→REF $f^2 = 0.026$). The other exogenous constructs were less than 0.02, which implied that the effect size was not large enough to be meaningful.

The Stone-Geisser test is used to determine the model's predictive relevance (Q^2). In this study, the Q^2 value is obtained using the blindfolding procedure with the omission distance of 8 and the cross-validated redundancy approach. The Q^2 value larger than 0 suggests that the model has predictive relevance of a certain endogenous construct. In addition, Q^2 values higher than 0.00, 0.25, and 0.50 represent small, medium, and large relevance for a specific endogenous construct (Hair et al., 2019). As indicated in Table 9, the Q^2 value of all endogenous constructs was greater than zero, suggesting a predictive relevance of the model. In specific, job transfer intention (TRF $Q^2 = 0.360$) displays medium predictive relevance while job burnout (BRN $Q^2 = 0.120$) and regulatory failure (REF $Q^2 = 0.012$) display small predictive relevance.

5.6. Testing the Mediation Effect

Based on Zhao et al. (2010) and Nitzl et al. (2016), it requires a two-step procedure for testing mediation and, firstly, testing the significance of the indirect effect. If the indirect effect is not significant, the mediation relationship does not exist at all. Secondly, it indicates mediation type by considering the significance of the direct effect. Significant indirect effect along with insignificant direct effect suggests the indirect-only or full mediation effect. Significant indirect and direct effect that reveals the same direction, either positive or negative, represents a complementary mediation effect. In comparison, the significance of both indirect and direct effect which reveals different direction represents the competitive mediation effect.

Table 10. Testing of Mediation Effect

Specific indirect effect	Coefficient	p-Value	Direct effect	Coefficient	p-Value
CTL→BRN→TRF (H4)	-0.043	0.185	CTL→TRF (H1)	0.040	0.214
COM→BRN→TRF (H5)	0.107	0.028	COM→TRF (H2)	-0.140	0.017
VAL→BRN→TRF (H6)	-0.249	0.000	VAL→TRF (H3)	0.035	0.296
CTL→REF→TRF (H7)	0.002	0.410			
COM→REF→TRF (H8)	-0.018	0.057			
VAL→REF→TRF (H9)	0.002	0.351			
CTL→REF→BRN→TRF (H10)	0.003	0.403			
COM→REF→BRN→TRF (H11)	-0.032	0.024			
VAL→REF→BRN→TRF (H12)	0.004	0.336			

Table 10 shows the path coefficient and p-value of the specific indirect effect and the direct effect. The indirect effect of job burnout was found in the relationship between the community and job transfer intention (COM→BRN→TRF, $\beta = 0.107$, $p = 0.028$) and in the relationship between values and job transfer intention (VAL→BRN→TRF, $\beta = -0.249$, $p = 0.000$). Therefore, hypotheses H5 and H6 were supported. Unfortunately, none of the indirect effects through regulatory failure was found. Concerning the serial mediation effect of regulatory failure and job burnout, only hypothesis H11 was supported as the significance and negative indirect effect in the relationship between community and job transfer intention was found (COM→REF→BRN→TRF, $\beta = -0.032$, $p = 0.024$).

As the specific indirect effect of community on job transfer intention through job burnout revealed a significant and positive indirect effect (COM→BRN→TRF $\beta = 0.107$, $p = 0.028$) while the direct effect from the community toward job transfer intention revealed a significant but negative effect (COM→TRF $\beta = -0.140$, $p = 0.017$), it indicates the competitive mediation effect. Meaning that the mediation effect hypothesis was supported, but job burnout may act as a suppressor variable (Hair et al., 2016) that decreases the magnitude of the community's total effect on job transfer intention. Besides, it found significant and negative mediation indirect effect of job burnout in the relationship between values and job transfer intention (VAL→BRN→TRF $\beta = -0.249$, $p = 0.000$) and non-significance direct effect (VAL→TRF $\beta = 0.035$, p

= 0.296). It indicates the indirect-only mediation effect. Finally, the complementary serial mediation effect was found as when the indirect effect from the community toward job transfer intention through regulatory failure and job burnout was negatively significant (COM→REF→BRN→TRF $\beta = -0.032$, $p = 0.024$) along with the significant and negative direct effect between community and job transfer intention (COM→TRF $\beta = -0.140$, $p = 0.017$).

5.7. Discussion

The findings extend the mediation model of burnout (Maslach & Leiter, 2016) by illustrating that misfits in community and values indirectly affect job transfer intention through regulatory failure and job burnout. Including regulatory failure into the model sheds light on why misfit can produce emotional well-being and subsequent behavior. The experiences of positive or negative discrepancy derived from comparing experience with ideal referent point will generate the evaluative valence of regulatory failure, which determines emotion and motivation responses (Higgins, 2018). This psychological mechanism is consistent with the self-discrepancy theory (Higgins, 1987), which indicates that the positive/negative outcomes are associated with different emotional responses. Likewise, the cybernetic theory (Edwards, 1992) indicates feedback loops derived from comparing sensed environment with reference value and resulting in subsequent mental health and behavior.

This study found a complex mechanism between regulatory failure and job burnout. Job burnout suppressed the effect of community on job transfer intention in a simple mediation path but complimented the effect when job burnout and regulatory failure were simultaneously included in a serial manner. It can be described by two means. Firstly, regulatory failure determines the degree of emotional exhaustion. A non-gain experience involves fail to achieve hope and aspiration, while loss experience involves failing to achieve responsibility and obligations (Higgins, 1997). Promotion failure which represents pain from non-gain is less intense when compared to prevention failure, which represents the pain of loss (Idson et al., 2000). Hence, promotion failure tends to produce less emotional exhaustion than prevention failure.

Secondly, regulatory failure determines the degree of disengagement. A non-gain experience will activate an eager behavior to advance beyond status quo while a loss experience will activate a vigilant behavior to restore the status quo (Higgins, 1997). Promotion failure tends to disengage from work and seek alternatives to fulfill hope and aspiration while prevention failure tends to adhere to the responsibility and obligation or low disengagement. Taking together, it is possible that prevention failure affects more exhaustion than disengagement, which lead to high job burnout and low job transfer intention, whereas promotion failure affects more disengagement than exhaustion which results in low job burnout and high job transfer intention. However, further investigation is needed. The study's findings argue the fit assumption which states that the larger discrepancies are more detrimental than smaller ones, whether the direction of discrepancy is positive or negative. Instead, it asserts the pivotal role of loss that brings more detrimental effects than non-gain (Idson et al. 2000; Kahneman and Tversky 1979). In addition, it supports the regulatory focus theory, which indicates negative valence will stimulate emotion response and activate approach/avoidance behaviors to align with desired end-state (Higgins, 1997). Combining fit theory with regulatory focus theory can shed light on how misfit and avoidance inclinations may differ. It uncovered the association between the negative discrepancies and regulatory failure.

6. Recommendations and Future Work

It is important to note several limitations of this study that may contribute to future research. Firstly, this study focused on teachers in public primary schools in the three southern provinces of Thailand. The findings should be cautiously considered when generalized to the other parts of the country. Future studies should consider investigating teachers in other parts of the country and other types of schools to obtain more vigorous results. Secondly, the questionnaire was the only instrument used in gathering the data, and

the responses may not consistently and accurately measure the investigated variables. Moreover, the cross-sectional research design may limit the causality interpretation and long-term behaviour. It will add more understanding if the future research combines longitudinal design and qualitative methods. Finally, this study focused on the definition of regulatory referent, and regulatory failure was adapted to examine how people are sensitive to the negative outcome discrepancy. It can gain more information if the future research considers multi-dimensional regulatory focus by including both regulatory success and failure into the study.

7. Conclusion

This study aimed to examine the effect of control, community, and values on job transfer intention. In addition, an attempt was made to investigate the motivational mechanism of regulatory failure and the notion of job burnout. The results demonstrated moderate predictive accuracy of the model. Further mediation analysis uncovered the competitive mediation effect of job burnout between community and job transfer intention, and the indirect-only mediation effect of job burnout between values and job transfer intention. Interestingly, it found the complementary mediation effect of regulatory failure and job burnout that serially mediate the effect of the community toward job transfer intention.

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