The Relationship between Perceived Supervisor Support, Perceived Organizational Support, Organizational Commitment and Employee Turnover Intention

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Abstract

This study aims to investigate the influence of perceived supervisor support, perceived organizational support and organizational commitment towards employees' turnover intention. It has been discovered through previous literature that perceived supervisor support, perceived organizational support and organizational commitment are associated with employees' turnover intention. This study collected data from 260 respondents selected from eight three-star hotels in Kota Kinabalu area. Each of the independent variables - perceived supervisor support, perceived organizational support and organizational commitment were regressed towards employees' turnover intention (dependent variable). The findings show that there is a significant relationship between perceived supervisor support, perceived organizational support and organizational commitment towards employees' turnover intention. This study suggests that more attention shall be given from the hotel management towards the employees to reduce the turnover intention. Apart from that, the study was able to gather some useful information for the hoteliers and managers pertaining to the respondents' profile and what exactly the employees expect from the organization.

Keywords: perceived organizational support, perceived supervisor support, organizational commitment, employees' turnover intention

1. Introduction

Hotel industry is among the major contributors to the development of Tourism Industry in Malaysia. The hotels organization usually observe high turnover (Davidson, Timo & Wang, 2009). The standard employee turnover rate was reported higher as 66% per annum for the particular year of 1998-1999 (Malaysian Association of Hotels, 2000). Hotels are experiencing employee scarcity problems that are caused by high turnover (Lee & Choon, 2000). When employees have experience lack of support, the employees are probable to show extraction attitudes which include the intentions to disappear from the organization (Guzzo et al., 1994; Wayne et al., 1997). It is supported by Guzel et al., (2011), an organization that provide such support for its employees improves employees' loyalty within the organization at the same time as reducing negative feelings and thoughts about the concerning organization.

The Perceived Supervisor Support (PSS), Perceived Organizational Support (POS) and Organizational Commitment are the main backbone for the hotel industry to reduce the turnover intention among their employees. PSS and POS are valuable factor that have the potential to create strategic ways for turnover management and supervisors acting encouraging seem to be normally excellent for reducing the turnover intentions among employees (Tuzun & Kalemci, 2011). Supportive organization causes employees to feel obligation on adopting some additional roles such as helping other employees working in the same organization (Shanock & Eisenberger, 2006). Furthermore, employees that have lower experience of organizational commitment are probable leaving the organization (Huselid & Day, 1991). The staff turnover has a largely negative effect in a service business such as hospitality service operations (Lashley, 2001). Therefore this study intends to observe the influence of PSS, POS and organizational commitment towards employee's intention to leave the organization. The scope of this study was focused on private sector employees that selected from the hotel industry in Kota Kinabalu area with the aim to gain precious local data. Even though, there are tremendous developments of hotels in Malaysia, it seems that the tribulations of employees' turnover are widespread and remain the highest in the hospitality industry (Hemdi & Nasrudin, 2006).

1.1 PSS and Turnover Intention

According to Maertz *et al.*, (2007), employees turnover is influenced through support from the supervisor which also affecting the employees perception and attitudes relates to the organization itself. It is agreed that employees has differentiate its relationship between the supervisor and the organizational entity to be part of them (Becker, 1992; Dirks & Ferrin, 2002; Reichers, 1985) but by responding towards the PSS, any result of responsibility should be generally towards the supervisor rather than the organization (Hoffman & Morgeson, 1999). A study conducted by Maertz and Griffeth (2004) demonstrated that supervisor attachments have separate effects on turnover cognitions, separately from attachments and attitudes related to the organization itself. In return, the employee tends to respond their actions towards the target from which it benefits them (Hoffman & Morgeson, 1999).

Therefore, the turnover intentions among employees should consider the potential relationship between employees and the supervisor which directly affecting the employees' turnover decision. By increasing the PSS and level of commitment, the organization can reduce the turnover intentions of their employees (Newman, Thanacoody & Hui, 2012). PSS is crucial to retain employees in the organization (Gentry *et al.*, 2006). A study by Eisenberger *et al.*, (2002), argued that there is no evidence showing the relationship between PSS and turnover intentions, however, PSS had significant relationship with turnover intentions only when the relationship was mediated by POS. On the contrary, by increasing the PSS could potentially react negatively towards the employees as well because of the relatively frequent interactions between supervisors and employees, the supervisors have become the primary focus and main reference for the employees most of the time (Maertz *et al.,* 2007).

1.2 POS and Turnover Intention

One of the positive organizational aspects is the perceived organizational support (Mowday, 1998). According to Eisenberger *et al.*, (1986), POS is defined as the social exchange relationship that results from exchange between an employee and the employing organization. Individual with high POS would be less likely to seek out and accept jobs in alternative organizations (Tuzun & Kalemci, 2011; Eisenberger *et al.*, 1990). The study is supported by Loi *et al.* (2006), suggested that by enhancing POS would lower employees' intentions to leave the organization. Apart from that, focusing on the concept of POS would be the key predictor of turnover intentions (Maertz *et al.*, 2007). When employees believe that they are being supported by the employers, the employees reciprocate by having lower turnover intentions (Cropanzano *et al.*, 1997). POS also have positive impact on employee attitudes and behaviors mainly because POS creates a sense of obligation within the employees to repay the organization through the organizational support theory (Eisenberger *et al.*, 1986; Eisenberger *et al.*, 1990). POS can influence employees' felt commitment to care about the organization and to help it reach its goals, and this obligation can exert pervasive effects on turnover intention (Nasrin Arshadi, 2011).

POS is claimed to have relationship towards the employees' turnover intention in the organization. A study by Ghiselli *et al.*, (2001), claimed that the turnover intentions are likely to be influence by the dimensions of POS, which POS was also found to have a direct influence on employees' turnover intention (Nasrin Arshadi, 2011). In a study by Talat Islam (2013), POS was found to influence turnover intentions negatively because when the employees experience support from organizations, the employees respond it by showing more loyalty and changing their intentions to leave the organization. The study is supported by Wayne *et al.*, (1997), argued that POS and turnover intentions were found to have a negative relationship.

1.3 Organizational Commitment and Turnover Intention

Organizational commitment is defined as the relative strength of an individual's recognition with, and participation in, an organization (Mowday, Steers & Porter, 1979). Employees that are highly loyal are less likely to leave the organization (Meyer *et al.*, 2002). In regards with the employees' turnover intention, organizational commitment has always been a significant subject in the organization that associates to employees' turnover intention (Allen & Meyer, 1993). According to Tett and Meyer (1993), organizational commitment contributes exclusively towards the turnover intention cognitions. Griffeth, Horn and Gaertner (2000) pointed out that to predict turnover among employees, the organizational commitment would be a better indicator to suppress the findings of turnover intentions. The findings by Kanwar, Singh and Kodwani (2012) prove that a fulfilled employee will demonstrate greater responsibility towards the organization. More specifically, it relates to employees' feelings which they are more likely to become committed to an organization when they sense that the organizations is faithful to them too (Fuller, Barnett, Hester & Relyea, 2003). There are three types of organizational commitment dimensions which are the affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990; Allen & Meyer, 1991). A study conducted by Wong, Ngo and Wong (2001) argued that affective commitment is found to be both significantly and negatively related to turnover intention. Past researchers has found out that the organizational

commitment have significant correlation with the employees' turnover intentions (Ben-Bakr *et al.*, 1994). According to Meyer *et al.*, (1993), a number of studies have definite that the essential role of organizational commitment as the main antecedent of turnover intentions, however, there were also studies that found the negative and significant relationship between organizational commitment and turnover intentions.

2. Research Method

The location of the study is in Kota Kinabalu which covers all the three-star hotels that registered under Malaysian Association of Hotel (MAH). The eight hotels are the ordinary member of MAH and well-known hotels for most of the people in Kota Kinabalu. There are eight three-star hotels were chosen which have approximately 800 employees. The total population for each hotel compromise of 60 to 150 employees. In order to calculate the necessary minimum sample size need, the margin error is 5% with 95% of confidence level and the 50% of response distribution. The number of population is 800 thus the sample size need is 260 respondents. The target population is the hotel employees from middle management, lower management and the supporting staff.

The number of three-star hotel in Kota Kinabalu city is 20 hotels. The sampling frame conducted through the MAH data website which consists of registered three-star hotels with complete contact information. The total of three-star hotels that registered under MAH is eight hotels. It is more reliable to choose hotels that are registered under MAH which the hotels is well protected by this association. The employees will be more loyal to the hotels that registered under MAH association that brings benefits to the management. The population is divided using stratified sampling method to get the sample size from each of the hotel. Thus, the results show that 33% from each of the hotel's population is needed for the research. Every unit in the stratum has same chance if being selected. The eight hotels in Kota Kinabalu that have different population size are dividing using sampling fraction to get smaller sample size. The three-star hotels are Cititel Express (275 rooms), Gaya Centre Hotel (260 rooms), Imperial Boutec Hotel (93 rooms), Jesselton Hotel (32 rooms), Klagan Hotel (208 rooms), Likas Square Condotel (77 rooms), Sabah Oriental Hotel (200 rooms) and Shangri-La Hotel (121 rooms). Since the number of population is approximately 800 employees, the smaller sample of 260 is needed.

For this study, about 260 questionnaires were distributed among the hotel employees from the middle level management to low level employees in eight hotels. Convenience sampling method was used in this study and the questionnaire was distributed among the hotel employees starting from middle management and below of randomly selected hotels. The questionnaires distributed to the target participants and gather it through the Human Resource Department in every each of the selected hotels.

The research framework for this study is depicted in Figure 1. The theoretical framework is partly a replication from the past study conducted by Maertz Jr *et al.*, (2007), Stinglhamber & Vandenberghe (2003), Deconinck & Johnson (2009), Eisenberger *et al.*, (1997) and Nasrin Arshadi (2011).
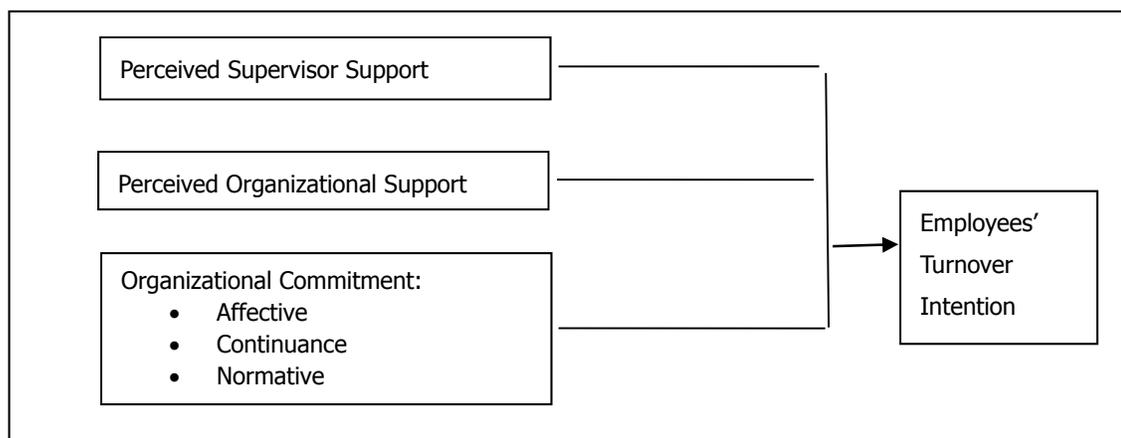

Figure 1. Research framework

According to Ito and Brotheridge (2005), supervisor support could assist employees to meet their aims for continuous development and for becoming valued associate of the organization. Supervisor acting encouraging and endorsing subordinates seems to be normally better for retention (Maertz Jr *et al.*, 2007). According to Maertz *et al.*,

(2007), supervisor connections have different possessions towards turnover cognitions, other than the attachments and approaches related to the organization itself. These theoretical findings all strongly propose that PSS should cause attachments straightforwardly to the supervisor, which should influence turnover cognitions directly.

Hypothesis 1: PSS will have a significant relationship with employees' turnover intentions.

In a study by Tekleab *et al.*, (2005) claimed POS lead to felt responsibility owed to the organization out of faithfulness to a reciprocity norm. The relationships of POS to behavioral intentions to leave have been assessed (Wayne *et al.*, 1997). Thus, the past findings suggest that POS should directly affect the turnover intentions in order to cope with the result of turnover cognitions.

Hypothesis 2: POS will have a significance relationship with employees' turnover intentions.

Past research have indicated affective commitment as the strength of an individual's recognition with and participation in a particular organization (Porter *et al.*, 1974), continuance commitment occurs from the recognition that one would mislay valued "side bets" upon leaving the organization, while normative commitment shown the readiness to stay with the organization due to wisdom of moral obligation (Wiener, 1982). The three forms of organizational commitment which are affective commitment, continuance commitment and normative commitment indicated that every aspect of its findings is related to turnover intention within the organization.

Hypothesis 3: Organizational commitment will have a significant relationship with employees' turnonver intention.

> Hypothesis 3a: Affective commitment will have a significant relationship with employees' turnover intentions.
>
> Hypothesis 3b: Normative commitment will have a significant relationship with employees' turnover intentions.
>
> Hypothesis 3c: Continuance commitment will have a significant relationship with employees' turnover intentions.

The PSS variable was measured with the three items scales, using two revised items similar to those used by Eisenberger *et al.,* (2002) and 8 items POS scale by Eisenberger *et al.*, (1986). The third item create would superlative reflect the outstanding six items (Dawley, Houghton & Bucklew, 2010). A sample item is, 'I am very satisfied with my supervisor'. The reliability for this scale was 0.94. Participants responded on 5-point Likert-type scale from "1" (Strongly Disagree) to "5" (Strongly Agree). It is easier for the respondents to understand the question and respond more accurate answer. In order to answer an item, employees are requested to select a choice which best matched their opinion and conforming the level of agreement to each of the statement.

The POS part was measured with the same 8 high-loading items SPOS used to assess PSS (Eisenberger *et al*., 1986). The past research shows the reliability coefficients (Cronbach's Alpha) for the SPOS were 0.89 (Eisenberger *et al*., 1986). The 5-point Likert-type scale limits the respondent's bias in terms of the phenomenon of inner tendency in the answer ratings while still providing enough answering options. A sample item is, 'The organization values my contribution to its well-being'.

Organizational commitment was measured with the 24-items scale taken from Meyer and Allen (1997). There were three dimensions of organizational commitment which are affective commitment, continuance commitment and normative commitment. Every each of the forms consists of 8-items. Participants responded on 5-point Likert-type scale from 1" (Strongly Disagree) to "5" (Strongly Agree). The reliability for affective commitment sample item shows Cronbach's Alpha of 0.87, continuance commitment with 0.75 and normative commitment is 0.79 (Allen & Meyer, 1990). A sample item for affective commitment is, 'I would be very happy to spend the rest of my career with this organization'. The sample item for continuance commitment is, 'I am not afraid of what might happen if I quit my job without having another one lined up'. For normative commitment, the sample item is, 'I think that people these days move from company to company too often'.

Turnover intentions were measured with three items adapted from Vigoda-Gadot and Kupin (2005), which it is reported to have an alpha of 0.84 for the private sector organizations. The response scale ranged from "1" (Strongly Disagree) to "5" (Strongly Agree). The three sample items are, 'I often think about quitting', 'I will probably not stay with this organization for much longer', and 'Lately, I have taken an interest in job offers in the newspaper'.

3. Results

The relationship between PSS and Turnover Intention - The first hypothesis (H1) examined whether there is a significant relationship between PSS and turnover intention. Results indicated that 16.1% variances in turnover intention can be explained by PSS (R^2 = 16.1, p < 0.01). There is a negative relationship between PSS and turnover intention as indicated by the value of β = -.402 (p < 0.01). Therefore, H1 is supported.

Table 1. PSS and turnover intention

Dependent Variable	Independent Variable	Std. Coefficient Beta (β)
Turnover Intention	Perceived supervisor support	-0.402**
	R²	0.161
	Adjust R²	0.158
	Sig. F	49.59**

Note: Significant levels: **p<0.01

The relationship between POS and Turnover Intention - The second hypothesis (H2) examined whether there is a significant relationship between POS and turnover intention. Results indicated that 33% variances in turnover intention can be explained by PSS (R^2 = 33.0, p < 0.01). For the second hypothesis (H2), it is anticipated that there is a negative relationship between POS and turnover intention. The two dimensions of POS found to have negative influence on turnover intention, namely POS1 (β = -.525, p < 0.01) and POS2 (β = -.181, p < 0.01). Thus, H2 is supported.

Table 2. POS and turnover intention

Dependent Variable	Independent Variable	Std. Coefficient Beta (β)
Turnover Intention	Perceived organizational support 1	-0.525**
	Perceived organizational support 2	-0.181**
	R²	0.33
	Adjust R²	0.324
	Sig. F	63.204**

Note: Significant levels: **p<0.01

The relationship between Organizational Commitment and Turnover Intention - The third hypothesis (H3) examined whether there is a significant relationship between organizational commitment and turnover intention. Results indicated that 43.8% variances in turnover intention can be explained by PSS (R^2 = 43.8, p < 0.01). Third hypothesis (H3) predicted that there is a negative relationship between organizational commitment and turnover intention. The result indicated that two of the organizational commitment dimensions are found to have significant relationships with turnover intention, which are affective commitment (β = -.221, p < 0.01) and normative commitment (β = -.093, p < 0.01). Thus, H3a and H3b are supported. However, the third dimension continuance commitment did not show significant relationship with turnover intention (p > 0.01). Therefore, H3c is not supported. Therefore it is concluded that H3 is supported.

Table 3. Organizational commitment and turnover intention

Dependent Variable	Independent Variable	Std. Coefficient Beta (β)
Turnover Intention	Affective commitment	-0.221**
	Normative commitment	-0.093**
	Continuance commitment	-0.070
	R²	0.438
	Adjust R²	0.429
	Sig. F	49.621**

Note: Significant levels: **p<0.01

4. Discussion and Conclusion

The data analysis shows that all the hypotheses are accepted. Turnover intention has a significant relationship with POS, PSS and OC. The literature review earlier showed mixed findings concerning the relationship between POS, PSS, organizational commitment and turnover intention in the hospitality industry. However, the findings are consistent with previous studies showing that there is a significant and negative relationship between PSS and turnover intention (Maertz *et al.,* 2007), POS and turnover intention (Talat Islam, 2013; Wayne *et al.*, 1997) and organizational commitment on employees' turnover intention (Ben-Bakr *et al.*, 1994). In line with the past research, the current study shows a negative and significant relationship between PSS and employees' turnover intention. PSS has become one of the important factors in predicting the turnover intention, the less support from supervisor, the more likely the employees would leave the organization (Maertz *et al.,* 2007). Thus, the study has merely contributed to the ideas and reason of high turnover rate in the hotel organization.

Previous research has found out that POS influence employees' turnover intention negatively which in line with the current study. Employees respond the effect of POS by showing their loyalty and change their perceptions on turnover intention to stay longer with the organization (Talat Islam, 2013). Thus, if the hotel employees feel of being appreciate, cares on their well-being, cares for their satisfaction and shows more concern would reduce the turnover intention. Furthermore, three of the remaining factor which is the affective commitment, affective bonding commitment and normative commitment shows a significant and negative relationship towards employees' turnover. However, the continuance commitment shows no direct relationship with turnover intention which contradicts with previous studies by Tett and Meyer (1993), who found out that the organizational commitment, contributes exclusively towards turnover intentions. Affective commitment have a better prediction on turnover intention since the factor are considering the employees' emotional attachment with the organization whereas the continuance commitment only holds the perception of employees' in terms of their cost of living by staying with the organization.

There are several limitations observed in this research. The first limitation lies in the sample size which is relatively small. A total of 260 respondents participated in the survey using stratified and convenience sampling method targeted on three-star hotel employees. A larger sample would be able to provide a more precise, accurate and comprehensive results for the study. The second limitation refers to the study which limits its scope only on examining the effects of the PSS, POS and organizational commitment. For further research, other variables could also be included. The third limitation refers to the study performed on hospitality industry which focuses only in a specific location, Kota Kinabalu. The finding of this study cannot be generalized to other service industry and in different location since different industry and location have different perspective. The fourth limitation refers in this study mainly focus on hotel employees from middle management to below level management doubt on answering the questionnaires given which the questionnaires has been distributed by the human resource manager in every each of the three-star hotels. Some of the answer given by the hotel employees might not be sincere and truthful because the employees are concerned about the confidentiality of their responses which might reach the management. The fifth limitation in this study refers to the targeted hotels which are the three-star hotels only. Since three-star hotels are usually lacking in terms of facilities and benefits for its employees, it might influence the perception of the employees towards PSS and POS.

To conclude, the present study suggests that one of the ways to reduce the level of turnover intention among hotel employees is that the human resource managers should be more supportive, responsible, and able to strengthen the

internal relationship among employees and management, care for the employees' well-being and understand the values of achieving the organization goals together. Therefore, there is a need to understand the important roles of each dimension of PSS, POS and organizational commitment i.e. affective commitment, continuance commitment and normative commitment in order to reduce employees' turnover intention in organizations.

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