

PERCEIVED ORGANIZATIONAL SUPPORT (POS), ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTIONS AMONGST EMPLOYEES IN MALAYSIAN BANKING INDUSTRY

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Abstract

Employee turnover is considered to be an ongoing problem in different organizations. This goes a long way to disturb the growth, productivity and increases the cost of organization by recruiting new employees and causes sharing of knowledge. In fact, retaining of talent is now becoming more critical in the world where the human capabilities of an organization are vital source of competitive advantage. To control employee turnover, this study tried to develop a linkage between Perceived Organizational Support (POS) and Organizational Commitment. Therefore, the ultimate objective of this study is to investigate the impact of Perceived Organizational Support (POS) and Organizational Commitment on Turnover Intention. To achieve this objective, four hypotheses are proposed concerning the relationship of Perceived Organizational Support (POS) and Organizational Commitment (i.e., affective commitment, continuous commitment, normative commitment) with Turnover Intention. Data was collected through 5-point likert scale and 300-questionnaires were distributed among the employees of bank by using convenience sampling. The data was analyzed using SPSS version 22. Results of the study revealed that significant negative relationship exists between Perceived Organizational Support (POS), Organizational Commitment and Turnover Intentions among the employees. Hence, this study is contributing in the body of knowledge by exploring a linkage between Perceived Organizational Support (POS) and Organizational Commitment to enhance employee retention and tried to resolve the important issue of Turnover Intention by developing a framework. This study is more significant for practitioners to control employee turnover by exercising good practices of Perceived Organizational Support (POS) and Organizational Commitment.

Keywords: Perceived Organizational Support (POS), Organizational Commitment, Turnover Intention.

1. INTRODUCTION

Employee turnover in different industries has long been a key concern of researchers (Li, Kim & Zhao, 2017). As the high cost associated with decrease in overall productivity and efficiency of the firm, as well as high cost incurred to recruit and train new employees (Wan & Chan, 2013). That is why in a competitive business world, it is considered to be crucial task to control employee turnover in any type of organization (Shamsuzzoha & Shumon, 2007). Most of the past studies tried to highlight this issue and found that it has vital role in performance of every organization (Glebbeck & Bax, 2004; Hill, 2005; Meier & Hicklin, 2008; Shaw, Gupta & Delery, 2005).

Employee turnover is considered to be an ongoing problem in different organizations (Armstrong, 2009). This goes a long way to disturb the growth, productivity and increases the cost of organization by recruiting new employees, enable them to occupy the vacant position through training and other skill development programs (Ampoamah & Cudjor, 2015). Furthermore, the performance of a firm generally influence by turnover and it is negatively related with performance of the any firm (Glebbeck & Bax, 2004).

In fact, retaining of talent is now becoming more critical in the world where the human capabilities of an organization is a vital source of competitive advantage (Pfeffer, 2005). If the turnover involves quality employees who have high performers, experienced and worked with organization for many years then the other organization will gain the knowledge of former organization (Branham, 2005; Somaya, Williamson, 2008). It harms the organization by sharing knowledge and causes the competitive advantage of another firm (Urbancová, & Linhartová, 2011). Hence, turnover increase the possibility of knowledge sharing and it becomes the threat of former organization and competitive edge for other organization.

Employee retention plays an important role for the success of an organization (Boswell, Gardner & Wang, 2017). As it has positive influence on performance of any organization (Ahammad, Tarba, Liu & Glaister, 2016). Thus, the success of the acquisition is mainly depends on the retention of their employees, their knowledge and skills (Ahammad et al., 2012; Krug, Wright, & Kroll, 2014). Therefore, the growth, productivity as well as competitive advantage of an organization is heavily depends upon employee retention. However, it is very crucial to avoid the turnover of important staff (Ranft & Lord, 2002).

Organizational support theory (OST) describes that employees of an organization develop a general perception that organization values their contributions and cares about their well-being, which is known as perceived organizational support (POS), in respond to POS, the attitudes and behaviors of employees becomes positive which beneficial for organization. Further, the linkage of POS and commitment has positive effect on attitudes and continued employment (Vardaman et al., 2016). It is the process of social exchange where employees of an organization reciprocate organizational support with organizational commitment (Campbell et al., 2013; Maertz et al., 2007) and this social process of linkage between POS and organizational commitment causes employee retention (Allen and Shanock, 2013; Allen, Shore, & Griffeth, 2003).

Therefore, POS and organizational commitment is one the cause to retain employees which automatically reduce turnover intention. As commitment has positive relation with employee motivation (Hussain et al., 2013). Hence, a linkage between POS and organizational commitment is crucial to overcome the issue of employee turnover intention. Hence, the ultimate objective of current study is to analyze the impact of perceived organizational support (POS) and organizational

commitment on turnover intention. To achieve the main objective, this study has following sub objectives;

- To investigate the impact of perceived organizational support on turnover intention.
- To investigate the impact of affective commitment on turnover intentions.
- To investigate the impact of normative commitment on turnover intentions.
- To investigate the impact of continuance commitment on turnover intentions.

This study tried to overcome the issue of turnover intention through POS and organizational commitment. Therefore this study is contributing in the body of knowledge by developing a unique framework to solve the chronic problem of turnover among different organizations. As employee retention is one of the key element for growth of any organization.

2. Literature Review

2.1 Perceived Organizational Support

Perceived organizational support (POS) is related to the well-being of employees of any organization and it is based on the organizational actions such as social–emotional benefits, economic as well as tangible benefits received by an employee (Rineer et al., 2017; Panaccio & Vandenberghe, 2009). It is defined as an individual’s mind-set or global belief about the extent to which their organization values their contributions and cares about their general well-being (Eisenberger et al., 2001; Kim, Eisenberger & Baik, 2016). Perceived organizational support (POS) is also valued as the assurance that assistance will be readily available from the organization when help is needed to carry out one’s job effectively situations (Rhoades & Eisenberger, 2002).

Organizational support is most effective when employees and employers participate in social exchanges that benefit all parties (Dawley, Houghton and Bucklew, 2010). For instance, in exchange for salaries, benefits and recognition of work performance, organizations expected employees to work hard, stay dedicated and committed, and to remain with their organizations with no intentions to leave the organization. Specifically, in addition to social exchange processes, POS contributes to foster the positive attitude as well as behaviors of employees by satisfying socio-emotional needs such as self-esteem (Aselage and Eisenberger, 2003; Kurtessis et al., 2015) which decrease turnover intention.

Nevertheless, POS has strong positive relationship with commitment (Meyer et al., 2002). High regard and caring conveyed through POS fulfills the socio-emotional needs, in result employees paid back through strong commitment with organization (Kim, Eisenberger & Baik, 2016). Furthermore, POS is linked with employees’ psychological well-being of employees, their favorable orientation toward the organization as well as with their work and positive behaviors supportive to the organization (Eisenberger & Stinglhamber, 2011). Therefore, POS creates positive attitude among the employees which develop a significant positive linkage between employees and organization. Hence, it reduces the turnover and increases the employee loyalty with their organization. Thus, it is hypothesized that;

H1: There is a significant relationship between Perceived Organizational Support (POS) and Turnover Intention

2.2 Organizational Commitment

Concept of organizational commitment is one of the crucial aspect of organizational behavior as well as human resource management (Dhar, 2015). Identification of organizational commitment of employees of any organization is very important both for organization and researchers, as organizational commitment influence the behavioral trend of employees (Al-Hawary & Alajmi, 2017). Further, the role of organizational commitment is also vital because it improves the operational level of employees (Fu, Bolander & Jones, 2009). As the organizational commitment has positive impact to reduce the turnover intention of employees and motivate them to contribute in organization (Brown et al., 2011). Therefore organization commitment has positive influence to control employee turnover. According to Meyer and Allen (1997), it has three important dimensions such as affective commitment, continuous commitment and normative commitment.

2.2.1 Affective Commitment

Affective commitment consists of an emotional bond that links the employee with their organization, which centered around the acceptance to achieve the organization's goals as well as values, and then desire to duplicate the effort on the behalf of Organization, and desire to continue this association with their organization (Tufail & Naveed, 2012). It is believed that organizational commitment express the emotional association that link an employee with their organization (Chen, Wang & Sun, 2012). In result of this emotional linkage, turnover intention of an employee becomes decline.

Affective commitment has negative relationship with turnover, more affective commitment means less intention to leave (Lapointe & Vandenberghe, 2017). Employees of an organization having strong sense of affective commitment, they always prefer to stay with their organization due to desire to support and contribute in the efforts of organization to achieve its goal (Ketchand & Strawser, 2001). According to Joarder et al. (2011), affective commitment is one of the more powerful dimension of organizational commitment in terms of predicting the positive organizational outcomes. It is also one of the powerful dimension in terms to reduce employee's intention to leave (Alniaçik et al., 2013). Therefore, affective commitment has significant relation with turnover intention of employees.

However, a study conducted by Tnay et al., (2013), in a Malaysian context, found that organizational commitment has no significant relation with turnover intention among the employees of an organization. On the other hand, according to Chordiya, Sabharwal & Goodman, (2017), affective commitment has positive relationship with job satisfaction. More satisfied employees always have less intention to leave. Therefore, affective commitment has a relation with turnover intention. Furthermore, it has also effect on continuance as well as normative commitment, that is why it is most influential dimension in any organization (Malik et al., 2010). Therefore, most of the studies showing that affective commitment has significant relationship with turnover intention. Hence, from the literature, it is hypothesized that;

H2: There is a significant relationship between Affective Commitment and Turnover Intention

2.2.2 Continuous Commitment

“Continuance commitment is related to the degree of employee’s commitment in terms of staying in the organization regardless of cost to stay in organization” (Chen et al., 2012). It is formed according to the impression of the employee towards the cost incurred and benefits received because of commitment with their organization (Smeenk et al., 2006). Therefore, continuous commitment is the cost of leaving in an organization, whether actual cost or perceived cost (Tufail & Naveed, 2012).

Organizations may be suspicious of fostering the continuance commitment, as the research has generally reported that this form of commitment is associated with few significant positive consequences other than increase in retention, and it is less effective in promoting retention than other commitment forms (Meyer et al., 2002). However, current studies focused on the perceived sacrifice aspect of the continuance commitment and uncovered that it is positively related to job performance (Taing et al., 2011) and service performance (Vandenberghe et al., 2007). In addition to being more strongly predictive of turnover as compared to prior research had suggested (e.g. Bentein et al., 2005; Lapointe et al., 2011).

According to Meyer et al., (2002) continuance commitment is normally associated with reduced turnover. Basically, it falls in range of calculative forces, the forces that strengthen the expectancy of attaining one’s goals as well as values through continued association with their organization (Maertz & Campion, 2004). Continuance commitment may weigh more strongly in terms of decision to stay or leave the organization or in other words, it can be described as, be more strongly related to the turnover behavior (Panaccio, Vandenberghe & Ben Ayed, 2014). Author further describes that, satisfaction is positively associated with continuance commitment, however, continuance commitment is negatively related to turnover. Positive association of continuance commitment with satisfaction and negative relation of continuance commitment with turnover explains its positive effect on employee retention. It means that continuance commitment has a relationship with turnover intention. Hence, it is hypothesized that;

H3: There is a significant relationship between Continuance Commitment and Turnover Intention

2.2.3 Normative Commitment

Employees stay committed to their organization because they feel that it is the ‘right’ and ‘moral’ thing to do (Martin & Roodt, 2008). According to Meyer and Parfyonova (2010), normative commitment could develop only when an organization offers the employee with ‘rewards in advance’ or if the organization incurs costs in providing employment, such as a cost associated with training of the existing employee. Normative commitment expresses a sense of employee commitment toward the organization, and this loyalty of employee can be enhanced by interacting with employee in a positive way at the time of implementation of work and while setting the goals, policy making and planning (Abu Sneineh, 2013).

According to the study of Yao & Wang (2006) certain types of commitment may have a stronger impact on retention in collectivistic cultures. Normative commitment is one of the commitment having strong effect on turnover intention. As perceived organization support (POS) has significant effect on turnover but in the presence of normative commitment (Maertz et al.,

2007). Furthermore, it has strong correlation with affective commitment and found to be a predictor of turnover beyond the effect of other commitment such as affective commitment (Culpepper, 2001; Lapointe et al., 2011). Therefore, normative commitment has a strong relationship with turnover.

Normative commitment is the most significant predictor for employee's job-changing behavior and it is vital to predict employee turnover intention (Yao & Wang, 2006). However, according to Dunham et al., (1994) normative commitment is related to ethical obligations and it is not suitable to predict intentions. Most of the studies showing that normative commitment is strong predictor of employee turnover intention. Further, normative commitment is positively related to work behaviors and job performance (Dockel, Basson & Coetzee, 2006). Therefore, from above literature, normative commitment has a relationship with turnover intention. Hence, it is hypothesized that;

H4: There is a significant relationship between Normative Commitment and Turnover Intention

3. Research Methodology

This section of study entails the discussion of data collection from respondents and sampling procedures. It also explains about the measurement of constructs as well as description of the data analysis techniques.

A descriptive research design was used in this research, as “descriptive design is to develop the respondent's opinions and views about the phenomenon under study” (Burns & Grove 1993; pp. 293). Research technique is also equally important because it depends on the research problem and research objectives. In this research relationship of four independent variables was checked on turnover intention. Therefore, quantitative research technique was adopted, as quantitative research techniques is one of the best technique for acceptance or rejections of hypothesis (Shuttleworth, 2008).

3.1 Sample and procedures

The sample comprised of bank employees and data was collected by using questionnaire. Questionnaires were distributed by using convenience sampling technique. The rationale for employing this sampling method was due to the researcher being employed at one of the three center where the study was conducted. Comrey & Lee in 1992 proposed a sample in a sequence for inferential research. Sample size less than 50 respondents will consider to be a weaker sample; sample of 100 respondent will be weak; 200 will be sufficient; sample size of 300 will be calculated as good; 500 sample sizes considered to be very good whereas one thousand (1000) will be outstanding. Hence, by following Comrey & Lee, 300 sample size was selected.

Three hundred (300) questionnaires were distributed via mail among the bank employees of Selangor's state Malaysia. Two hundred and fifty-one (251) responses were received. However, of these two hundred and fourty three (243) questionnaires were valid, yielding 80% response rate. According to Sekaran (2003), a response rate of thirty percent (30%) is considered acceptable for mail distributed questionnaires.

3.2 Measurement

To measure Perceived Organizational Support, Affective Commitment, Continuance Commitment and Normative Commitment, a structured questionnaire comprising of 55 items was adopted by using the previous studies. Five-point Likert scale was used for the measurement of all items ranging from “Strongly Disagree (1)” to “Strongly Agree (5).”

3.3 Statistical analysis techniques

The hypothesized model of this research study was tested using the SPSS version 20. Cronbach's alpha(α) was identified to examine the reliability of survey instrument. To find the strength of a relationship, correlation test was performed. To examine the relationship between independent and dependent variables, regression test was performed that either the relation is significant or insignificant, negative or positive.

4. Research Analysis

4.1 Reliability

The Reliability analysis of current study shows that all 55 items were reliable to measure the opinions of potential respondents. The Reliability measures are shown in table below:

Table 4.1 Reliability of Measurements Instrument

Scales	Items	Cronbach Alpha
Perceived Organizational Support	17	0.963
Affective commitment	8	0.943
Continuous Commitment	8	0.858
Normative Commitment	8	0.877
Turnover Intention	14	0.924

The above Table 4.1 shows the reliability of each dimension of the questionnaire is more than 0.8, as suggested by George and Mallery (2003), Cronbach Alpha value of all scales should not be less than 0.8. Therefore, all the items of variables are finalized for survey.

4.2 Normality Test

The normality analysis was conducted and Skewness and Kurtosis was considered. According to Meyers et al., (2006) all the data will be normally distributed if the values of skewness and kurtosis is found within ± 1.0 and ± 3.00 respectively. Through this normality analysis, it was found that all the values are lays within recommended values. Therefore, it was considered that all the data is normally allocated.

4.3 Correlation Analysis

Test for correlation analysis performed which shows that correlation value of Perceived Organizational Support, Affective commitment, Continuous Commitment and Normative Commitment was -0.44, -0.597, -0.492 and -0.25 respectively. These values show that there is a moderate correlation of Perceived Organizational Support, Affective commitment and Continuous Commitment but Normative Commitment has weak correlation. However, all the variables have significant value below .05.

4.4 Multiple Regression Analysis

To measure the relationship between dependent and independent variables, regression analysis was used. During this analysis beta value and significant value ($p > 0.01$) was observed for acceptance and rejection of hypothesis.

4.4.1 Hypothesis Testing

4.4.1.1 Perceived Organizational Support (POS) and Turnover Intention

Regression Analysis shows that there is a significant negative relationship between Perceived Organizational Support (POS) and Turnover Intention with ($\beta = -0.340$) and ($p < 0.01$). This means that Perceived Organizational Support (POS) contributing 34% change in Turnover Intention. The results suggest that the Perceived Organizational Support (POS) has significant relationship with Turnover Intention as p value is less than 0.01. Based on these results, study accept H1.

4.4.1.2 Affective Commitment and Turnover Intention

While considering the significance between Affective Commitment and Turnover Intention, the results of the current study shows significant negative relationship between these two variables with ($\beta = -0.30$) and ($p < 0.01$). This means that Affective Commitment contributing 30% change in Turnover Intention and p value is less than 0.01. Therefore, the result shows significant relationship between these two variables, hence results of the current study accept the H2.

4.4.1.3 Continuous Commitment and Turnover Intention

Regression Analysis of the model shows that there is a significant negative relationship between Continuous Commitment and Turnover Intention with ($\beta = -0.181$) and ($p < 0.01$). This means that Continuous Commitment contributing 18% change in Turnover Intention. The suggest that the Continuous Commitment has significant relationship with Turnover Intention as p value is less than 0.01. Based on these results, study accept H3.

4.4.1.4 Normative Commitment and Turnover Intention

The regression results of the study confirm the significant negative relationship between Normative Commitment and Turnover Intention with ($\beta = -0.093$) and ($p < 0.01$). This means that Normative Commitment contributing 9% change in Turnover Intention and p value is less than 0.01. Therefore, the result shows significant relationship between these two variables and results of the current study accept the H4.

Table 4.1 summarizes the regression results of the study below

Table 4.2 Regression Results

Hypothesis	Model Variables	Estimate	S.E.	C.R.	P	Results
H1	T.Inten ← POS	-0.34	0.049	1.557	***	Supported
H2	T.Inten ← A. Co	-0.30	0.054	4.011	***	Supported
H3	T.Inten ← C. Co	-0.181	0.053	1.681	***	Supported
H4	T.Inten ← N. Co	-0.093	0.046	4.412	***	Supported

4.4 Research Findings

Literature found that there are many variables which effect Turnover Intention. However, important variables are Perceived Organization Support (POS) and Organizational Commitment such as Affective Commitment, Continuous Commitment and Normative Commitment.

In case of Perceived Organization Support (POS) significance value is 0.00 shown in table 4.2 which means that Perceived Organization Support (POS) has significant relation with Turnover Intention. Beta value of Perceived Organization Support (POS) with Turnover Intention is -0.34 shown in Table 4.2, which highlights that Perceived Organization Support (POS) contributing 34% change in Turnover Intention. Negative sign showing that both has negative relationship with each other. It means Perceived Organization Support (POS) and Turnover Intention has indirect relation with each other. Therefore, increase in Perceived Organization Support (POS) will decrease in Turnover Intention. Hence, it indicates that Perceived Organization Support (POS) has vital role to control Turnover Intention.

In case of Affective Commitment significance value is 0.00 shown in table 4.2 which means that Affective Commitment has significant relation with Turnover Intention. Beta value of Affective Commitment with Turnover Intention is -0.30 shown in Table 4.2, which highlights that Affective Commitment contributing 30% change in Turnover Intention. Negative sign showing that both has negative relationship with each other. It means Affective Commitment and Turnover Intention has indirect relation with each other. Therefore, increase in Affective Commitment will decrease in Turnover Intention. Hence, it indicates that Affective Commitment has vital role to control Turnover Intention.

In case of Continuous Commitment significance value is 0.00 shown in table 4.2 which means that Continuous Commitment has significant relation with Turnover Intention. Beta value of Continuous Commitment with Turnover Intention is -0.181 shown in Table 4.2, which highlights that Continuous Commitment contributing 18% change in Turnover Intention. Negative sign showing that both has negative relationship with each other. It means Affective Commitment and Turnover Intention has indirect relation with each other. Therefore, increase in Affective Commitment will decrease in Turnover Intention. Hence, it indicates that Affective Commitment has a role to control Turnover Intention.

In case of Normative Commitment significance value is 0.00 shown in table 4.2 which means that Normative Commitment has significant relation with Turnover Intention. Beta value of Normative Commitment with Turnover Intention is -0.181 shown in Table 4.2, which highlights that Normative Commitment contributing 9% change in Turnover Intention. Negative sign showing that both has negative relationship with each other. It means Normative Commitment and Turnover Intention has indirect relation with each other. Therefore, increase in Normative Commitment will decrease in Turnover Intention. Hence, it indicates that Normative Commitment has important role to control Turnover Intention. However, Normative Commitment has less effect as compared to other variables.

5. Conclusion

This research study describing a linkage of Perceived Organizational Support (POS) and Organizational Commitment to control Turnover Intention. It is found that employees having high levels of Perceived Organizational Support (POS) and Organizational Commitment from their organizations, will repay the organization with stronger commitment, and develop a sense of loyalty and obligation by helping organization to achieve its goals. Findings also suggest that employees having higher levels of Perceived Organizational Support (POS) and Organizational Commitment, develop a stronger commitment to the organization and less likely to leave their organization. Therefore, a higher level of Perceived Organizational Support (POS) and Organizational Commitment will reduce the Turnover Intention. Employees will only stay with their organization because of their normative and continuance commitment to the organization, and employees would most likely to leave the organization if their commitment level become dropped. However, Normative Commitment is also predictor of turnover intentions. Increase in Normative Commitment in result decreases Turnover Intention but the Normative Commitment has less control as compared to Affective and Continuous Commitment. Nevertheless, the employees to stay with their organization due to a sense of loyalty, however they may have very little intention to leave the organization.

This research study can be concluded by collecting data several different occasions. As longitudinal study would provide the researcher with the opportunity to view the behavior on several different occasions. By possibly making use of a longitudinal study, the current study would have been able to evaluate the samples behavior over a period, thus collecting additional substantial data can possibly achieve better outcomes.

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