

Association between Perceived Organizational Support, Job Satisfaction and Turnover Intention

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Abstract

Retaining skilled and motivated employees is a critical challenge facing organizations, particularly in industries grappling with labor shortages, such as the construction sector. This study investigates the intricate relationships between perceived organizational support, job satisfaction, and turnover intention among employees in the construction industry. Data were collected from 213 full-time professionals working across four construction companies via a self-administered questionnaire. The findings, obtained through structural equation modeling, reveal a significant positive relationship between perceived organizational support and job satisfaction. Furthermore, perceived organizational support exhibited a negative association with turnover intention. Notably, a robust negative relationship was observed between job satisfaction and turnover intention. The results underscore the pivotal role of fostering a supportive organizational climate and promoting job satisfaction as key strategies for mitigating employee turnover intentions. By prioritizing perceived organizational support and cultivating job satisfaction, construction companies can effectively retain their valuable human capital and gain a competitive edge in an industry grappling with intensifying labor shortages. This study contributes to the existing literature by providing empirical evidence from the construction sector and offers practical implications for organizations striving to retain their skilled workforce.

Keywords: Perceived organizational support, Job satisfaction, Turnover intention

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1. Introduction

The long-term success and sustainability of any organization critically depend on the presence of committed, productive, and highly motivated employees who are inclined to remain with the organization. As such, attracting top talent and fostering an environment that sustains existing human resources has emerged as one of the paramount challenges facing organizations today. In today's increasingly competitive talent landscape, retaining top employees has become paramount for organizations seeking to create sustainable business value and gain a competitive edge. Long-term employee retention yields numerous benefits, including safeguarding organizational confidentiality, maximizing returns on investments in human capital, and preserving the assimilation of invaluable knowledge and skills. Consequently, employee turnover and its underlying factors have emerged as a critical area of focus for organizational research (Griffeth, Hom, & Gaertner, 2000). Researchers have increasingly focused on perceived organizational support (POS) as a critical factor influencing employees' turnover intentions (Maertz & et al, 2007). Employees who perceive strong support from their organization are more likely to feel a greater sense of responsibility for the organization's success and exhibit reduced motivation to seek alternative employment or leave the organization. Dawley et al. (2010) highlighted the significance of organizational support as a crucial factor in mitigating employee turnover. A robust perception of organizational support fosters heightened employee job satisfaction, elevated engagement levels, superior performance outcomes, and a reduction in turnover rates (Chen & et al, 2009; Rhoades & Eisenberger, 2002; Yu & Frenkel, 2013). A collaborative study conducted by the Ministry of Labour and Social Security forecasts that the labour shortage in our country is expected to persist over the coming years, culminating in its peak by 2028 (MLSP, 2023). In particular, the labour shortage within the construction sector is intensifying. Consequently, businesses operating in this domain are confronted with the dual challenge of retaining their current workforce while also attracting skilled professionals for the future. Therefore, in this study, we aim to investigate the intricate relationships between perceived organizational support, job satisfaction, and turnover intention, using company employees in the construction industry as a representative sample.

2. Theoretical framework

2.1 Perceived organizational support

Employees' perceptions of organizational support play a pivotal role in shaping their sense of recognition, appreciation, and job satisfaction (Zhai & et al, 2020). Perceived organizational support refers to employees' beliefs about the degree to which their organization values their contributions and demonstrates genuine concern for their well-being (Alcover & et al, 2018; Rhoades & Eisenberger, 2002).

In the 1980s, American psychologist Robert Eisenberger and his colleagues proposed the concept of perceived organizational support, defined as employees' perceptions concerning the extent to which their employer values their contributions and demonstrates a genuine commitment to their well-being (Eisenberger & et al, 1986). Perceived organizational support refers to employees' perceptions regarding the degree to which their employer values their contributions and demonstrates concern for their well-being. In other words, it encapsulates employees' beliefs about the organization's commitment to them. It is a subjective assessment by employees of the level of support and care they receive from their organization. Perceived organizational support fosters a profound sense of emotional connection and attachment among employees, akin to that of a family. This cultivates a mindset where they perceive the organization as an extension of themselves, nurturing a heightened sense of belonging and concomitant feelings of responsibility toward the company's well-being (Stinglhamber & Vandenberghe, 2003). Perceived organizational support is embodied through justice, rewards, working conditions, and the support received from supervisors and co-workers (Rhoades & Eisenberger, 2002). Perceived organizational support cultivates a sense of responsibility among employees for the organization's welfare. This, in turn, fosters heightened commitment and care toward the company, thereby facilitating the achievement of organizational goals (Zhang & et al, 2018).

Numerous studies have demonstrated that perceived organizational support significantly enhances various employee outcomes, including increased engagement, commitment, performance, satisfaction, and well-being (Armstrong-Stassen, 2009; Eisenberger & et al, 2020; Jing & Yan, 2022; Rhoades & Eisenberger, 2002). Perceived organizational support profoundly influences employee retention, primarily by bolstering employee satisfaction, motivation, and dedication to the organization. Conversely, when employees sense a lack of organizational support, they are predisposed to a range of negative emotions, including stress, burnout, and job dissatisfaction, all of which detrimentally impact retention rates. In essence, perceived organizational support is pivotal in cultivating positive employee attitudes and behaviours, underscoring its critical role in the dynamics of employee retention and organizational well-being.

2.2 Relationship between Perceived Organizational Support and Job Satisfaction

Perceived organizational support assures employees that they will receive the necessary support to fulfill their responsibilities and navigate challenges effectively (Stefanidis & Strogilos, 2020). Drawing from social exchange theory, when an organization acknowledges and values the contributions, achievements, and attitudes of its employees, there is a noticeable increase in employee motivation and job satisfaction. Thus, job satisfaction emerges as a potential outcome of organizational support, highlighting the reciprocal nature of the relationship between an organization and its employees. Perceived organizational support boosts overall job satisfaction by fulfilling employees' social and emotional needs, elevating expectations of rewards for performance, and signaling the availability of assistance whenever it is required (Rhoades & Eisenberger, 2002). When an organization supports its employees, it conveys to them that they are valued assets. Employees who feel supported and appreciated by their employer tend to experience higher job satisfaction and motivation. In a longitudinal study conducted by Armstrong-Stassen (2009), it was discovered that individuals who held strong perceptions of both supervisor and organizational support exhibited more positive attitudes towards their work, demonstrated greater commitment, and experienced higher levels of job satisfaction. A study by Tian et al. (2014) demonstrated that support provided by organizations and leaders enhances employee satisfaction, fostering loyalty and commitment to the organization. Similarly, Maan, et al (2020) found that perceived organizational support positively impacts psychological well-being and job satisfaction. Based on these previous findings, we formulated our first research hypothesis.

H1: There is a positive relationship between perceived organizational support and job satisfaction.

2.3 Relationship between Perceived Organizational Support and Turnover Intention

Turnover intention refers to the potential loss of human resources, which can impede an organization's long-term development and strategic implementation. It leads to substantial losses for the organization, including the loss of talent, cultural cohesion, technology, and expertise. The willingness of employees to remain within an organization is strongly influenced by their perception of organizational support (POS). In other words, employees' perception of support from the organization is a crucial precursor to their engagement and commitment (Rhoades & Eisenberger, 2002). Numerous studies have corroborated that there is a positive relationship between perceived organizational support and job satisfaction. Furthermore, job satisfaction plays a significant role in influencing an employee's intention to remain with the organization, effectively reducing turnover intention (Jing & Yan, 2022; Maertz & et al, 2007; Nargotra & Sarangal, 2023). Highly committed employees tend to have longer tenures because they perceive that the organization cares about their well-being. When employees feel appreciated and supported for their efforts, they are more likely to remain loyal and have a stronger desire to stay with the organization long-term. Conversely, when employees perceive a lack of organizational support, their commitment and motivation plummet, which in turn heightens their inclination to leave the organization (Jing & Yan, 2022).

On this basis, this research proposes the next research hypothesis:

H2: There is a negative relationship between perceived organizational support and turnover intention

2.4 Relationship between Job Satisfaction and Turnover Intention

Numerous factors contribute to employees' decisions to leave their jobs, including job dissatisfaction, inadequate compensation, excessive or inflexible work hours, and heavy workloads (Coomber & Barriball, 2007). Employee job satisfaction is intricately linked to turnover intention (Yücel, 2012). Work-related dissatisfaction can catalyze thoughts and intentions to leave (Russell, et al., 2020). Job satisfaction plays a pivotal role in an employee's decision-making process regarding whether to remain in their current position or to actively search for other opportunities. When employees find satisfaction in their jobs, they are less inclined to leave, demonstrating a strong preference to stay within the organization (Peterson & et al, 2011). As employee dissatisfaction escalates, so does their desire to leave the organization, which can adversely affect their engagement and productivity (Liu & et al, 2019). Therefore, we proposed the following research hypothesis:

H3: There is a negative relationship between job satisfaction and employee turnover intention

3. Materials and methods

3.1 Data Collection and Sample Size

In this study, we distributed a research questionnaire consisting of 16 questions with a five-point Likert scale ranging among 350 full-time professionals who are working in 4 construction companies during the end of 2023. We sent an introductory e-mail explaining the scholarly purpose of the research with the research questionnaire link to all the employees. A total of 279 questionnaire responses were collected throughout this survey period. After screening, 213 valid questionnaires were used for analysis in the study. The reasons that led us to discard 66 questionnaires were mainly two: incomplete questionnaires and illogical answers (all 1, all 5 ...). A survey garnered participation from 213 employees, with a gender distribution showing 83.6% male and 16.4% female participants. Analyzing the age demographics, 25.8% are under the age of 30, 29.6% fall within the 31-40 age bracket, 23% are aged 41-50, and 21.6% are over 51 years old. When examining tenure, 16.9% have been employed for up to a year, 20.2% for 1-5 years, 25.8% for 6-10 years, 15.5% have worked 11-15 years, 12.2% for 16-20 years, and 9.4% have dedicated more than 21 years to their current company.

3.2 Instrument and Reliability

- Perceived organizational support: In our study, we used the seven-item scale adopted by Chen & Eyoun (2021) to measure perceived organizational support. The internal reliability of the scale was strong (Cronbach's alpha = 0.928).
- Job Satisfaction: A 5-item "Brief Overall Job Satisfaction Measure" developed by Judge and Klinger (2008) was used to evaluate job satisfaction. This test demonstrated good internal consistency (Cronbach's alpha = 0.860).
- Turnover Intention: A four-item questionnaire developed by Romeo et al. (2020) was utilized to measure turnover intention. The internal reliability of the scale was strong (Cronbach's alpha = 0.927).

The current study utilized a self-administered questionnaire comprised of closed-ended questions. A 5-point Likert scale was used, with 1 representing "strongly disagree" and 5 representing "strongly agree." The measures of sampling adequacy employed in this study, including Barlett's test of sphericity ($\chi^2 = 4556.25$, $df = 1$, $p < .001$), the diagonals of the anti-image correlation matrix (all $>.906$), and the Kaiser-Meyer-Olkin measure of sampling adequacy (.914), collectively indicated that the data were well-suited for Exploratory Factor Analysis (Pett & et al, 2003).

3.3 Measurement of Model Assessment

Data analysis was performed using SPSS version 24.0 and SmartPLS version 4.0, two widely used statistical software packages. To ensure robust and reliable findings, tests of reliability and correlation analyses were conducted on the variables under investigation. Structural equation modeling (SEM), an advanced multivariate statistical technique, was employed to examine the relationships between the variables and derive the results.

4. Research results and discussion

4.1 Reliability and Validity

An exploratory factor analysis was conducted to investigate the correlations between individual items and latent variables. Additionally, various tests were performed to evaluate the internal consistency and reliability of the measures. These tests included Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). The findings, detailed in Table 1, confirm the reliability of the measures and elucidate the underlying relationships among them.

Table 1. Factor loadings, reliabilities, and average variance extracted

Variables	Item	Factor loading	Cronbach's α	CR	AVE
Perceived organizational support	POS1	.783	0.928	0.941	0.696
	POS2	.774			
	POS3	.828			
	POS4	.861			
	POS5	.891			
	POS6	.868			
	POS7	.828			
Job satisfaction	JS1	.826	.860	.899	.642
	JS2	.777			
	JS3	.852			
	JS4	.787			
	JS5	.759			
Turnover Intention	TI1	.904	0.927	0.948	0.821
	TI2	.906			
	TI3	.933			
	TI4	.882			

Source: Researcher's estimate

The analysis revealed strong consistency and reliability across all factors and associated measurement variables. Specifically, the internal consistency values ranged from 0.759 to 0.933, indicating good consistency among the questionnaire items used to measure each factor. Cronbach's alpha coefficients, ranging from 0.860 to 0.928, exceeded the commonly accepted threshold of 0.70 for adequate reliability (Nunnally, 1978). The composite reliability scores, ranging from 0.899 to 0.948, also surpassed the recommended guideline of 0.70 for acceptable reliability (Hair & et al, 2019). Furthermore, the average variance extracted (AVE) results ranged from 0.642 to 0.821, exceeding the 0.50 threshold (Awang, 2014). This indicates that a satisfactory amount of variance is explained by the constructs, with notable practical significance and the ability to effectively discriminate between factors.

4.2 Discriminant validity-Fornell-Larcker criterion

An additional aspect to consider is discriminant validity, which indicates the extent to which a construct differs from the others. Discriminant validity is primarily measured by the Fornell-Larcker criterion, which compares the amount of variance a construct captures from its indicators (AVE) to the variance it shares with other constructs in the model. For discriminant validity to be established, the AVE value must be greater than the variance the construct shares with other constructs. Table 2 demonstrates that the observed values for our model meet the Fornell-Larcker criterion, indicating satisfactory discriminant validity among the constructs.

Table 2. Discriminant validity-Fornell-Larcker criterion

	POS	JS	TI
Perceived organizational support -POS	(0.834)		
Job satisfaction -JS	-0.556***	(0.801)	
Turnover Intention -TI	-0.497***	-0.551***	(0.906)
***Significant at the 0.001 level; ** significant at the 0.01 level; * significant at the 0.05 level. Diagonal elements (bold) in brackets are the square roots of AVEs. Below the diagonal elements are the correlations between the constructs.			

Source: Researcher's estimate

It is also imperative to confirm that the value of the cross-loadings for any given variable surpasses those for other variables assessed within the model, as outlined by Barclay et al (1995). Table 2 demonstrates compliance with this prerequisite in the analyzed model.

4.3 Structural equation modelling (SEM)

To investigate and validate the hypotheses, we used partial least squares structural equation modelling (PLS-SEM). Throughout the investigation, the correlation between the independent and dependent variables was examined. All

three of the assumptions were validated by the analysis's findings, and every regression weight value was positive and statistically significant ($p < 0.01$). The results of the survey are shown in Table 3.

Table 3. Results of PLS-SEM

Hypothesis	Path	Standardize Beta	Standard Error	T statistics	P value	Remarks
H1	POS→JS	0.563***	0.102	5.710	0.000	Supported
H2	POS→TI	-0.460**	0.087	6.488	0.000	Supported
H3	JS→TI	-0.530***	0.063	7.400	0.000	Supported

***: $p < 0.001$; **: $p < 0.01$; *: $p < 0.05$

Variable definition: POS, Perceived organizational support; JS, Job satisfaction; TI, Turnover Intention;

Source: Researcher's estimate

The analysis reveals that perceived organizational support positively and significantly influences employee job satisfaction ($\beta = 0.563$; $p < 0.01$). This implies that as employees feel more supported by their organization, their job satisfaction tends to increase. Moreover, perceived organizational support is moderately associated with turnover intentions ($\beta = -0.460$; $p < 0.01$), indicating that stronger organizational support can lead to a decrease in employees' intentions to leave the organization. Furthermore, a strong negative correlation exists between employee job satisfaction and turnover intentions ($\beta = -0.530$; $p < 0.01$). The research findings indicate a direct relationship between job satisfaction and turnover intentions among employees: higher job satisfaction is associated with lower intentions to leave the job, whereas lower job satisfaction leads to increased turnover intentions. The standardized estimates are visually represented in Figure 1.

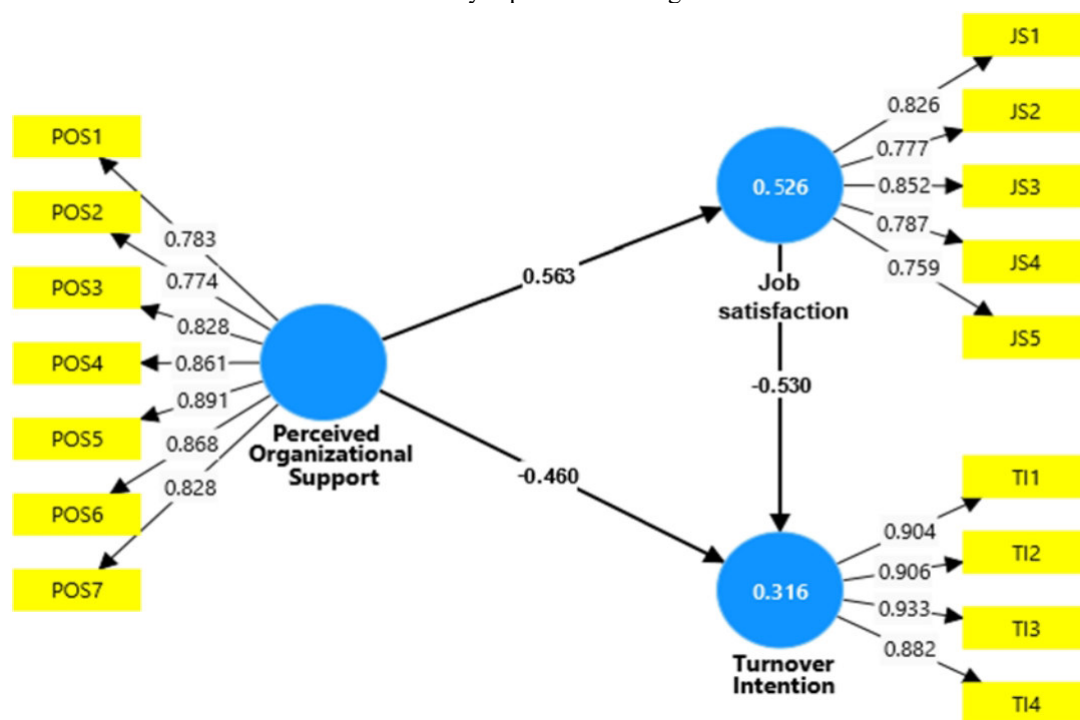


Figure 1. Items loadings and path coefficient

The hypotheses are all confirmed because all effects of associated regulator variables (Beta coefficients) are both positive and statistically significant ($p < 0.01$).

4.4 Discussion

An organization's competitive advantage and strong market positioning are heavily dependent on its ability to retain talented employees by cultivating long-term loyalty and commitment (Bidisha & Mukulesh, 2013). Consequently, enhancing employee engagement and retention emerges as one of the most challenging yet crucial issues confronting business organizations today. In this study, building upon previous research, we examined the relationship between perceived organizational support, job satisfaction, and turnover intention among employees from four construction companies. The findings corroborate the proposed hypotheses, aligning with previous research in this domain.

The findings of the study affirm that perceived organizational support positively influences employee satisfaction and concurrently diminishes the intention to leave the organization, thereby validating our hypotheses

H1 and H2. Specifically, the study reveals that organizational support significantly elevates employee satisfaction ($\beta=0.563$), fostering a sense of loyalty and commitment toward the organization (Tian & et al, 2014; Maan & et al, 2020). As hypothesized, a significant positive relationship was observed between perceived organizational support and job satisfaction (H1). This result reinforces the notion that when employees perceive strong support and care from their organization, they tend to experience heightened job satisfaction. Organizations that foster an environment of support and value their employees' contributions cultivate a more satisfied and engaged workforce. This finding resonates with prior studies (e.g., Armstrong-Stassen, 2009; Rhoades & Eisenberger, 2002) that have highlighted the pivotal role of organizational support in enhancing job satisfaction.

Additionally, the study uncovered that perceived organizational support bears a significant inverse relationship with turnover intention ($\beta=-0.460$), indicating that as organizational support increases, the likelihood of employees wanting to leave decreases. When employees perceive that their efforts are appreciated and supported by the organization, their loyalty to the organization strengthens, and they exhibit a heightened desire to remain with the organization over the long term (Jing & Yan, 2022). This aligns with the principles of social exchange theory, wherein employees reciprocate the support and care extended by their organization through heightened commitment and a reduced desire to quit. This finding corroborates previous research (e.g., Jing & Yan, 2022; Nargotra & Sarangal, 2023) that has consistently demonstrated the mitigating effect of organizational support on turnover intentions.

Furthermore, the results of the study showed that job satisfaction is strongly related to turnover intention, and hypothesis H3 was confirmed. In other words, employee job satisfaction is closely related to turnover intention (Yücel, 2012), and when employees are satisfied with their work, they are less willing to leave the organization (Peterson & et al, 2011), while when job satisfaction decreases, the desire to leave the organization increases, and thus the results of the study show that it affects turnover intention (Liu & et al, 2019). This finding is congruent with existing literature (e.g., Peterson et al., 2011; Russell et al., 2020) that has established job dissatisfaction as a potent predictor of turnover intentions. Satisfied employees tend to be more committed, engaged, and motivated, thereby reducing their propensity to seek alternative employment opportunities.

5. Conclusion

Perceived organizational support significantly enhances employee commitment and positively influences retention. The more employees feel that their efforts and achievements are recognized by the organization and that both management and colleagues are supportive and ready to assist, the higher their levels of job satisfaction, proactiveness, productivity, and intention to remain. This highlights the pivotal role of perceived organizational support in cultivating a work environment where employees feel valued and supported, resulting in positive outcomes for both the individuals and the organization as a whole.

Moreover, this study emphasizes the critical importance of perceived organizational support concerning employee retention. It shows that perceived organizational support not only boosts employee job satisfaction but also plays a key role in promoting long-term organizational sustainability. Therefore, the findings suggest that management and human resources professionals should prioritize establishing authentic and diverse support mechanisms that are tailored to meet the specific needs of employees. This strategic emphasis on understanding and addressing employee needs can create a more supportive and engaging work environment, thereby enhancing job satisfaction, retention rates, and ultimately, the long-term success of the organization.

Limitations and Future Research

We need to acknowledge the limitations of the present study considering several circumstances: First, the sample survey covered only four representatives of private companies operating in the construction sector. Second, the survey is solely conducted online due to the limited opportunity to reach the target in their workplace on account of the service nature of most of the jobs. Third, the potential of moderation and other factors' impact on job satisfaction and turnover intention have not been considered in the present study. Furthermore, the limited representation of the target group prevented the identification of the differences among the organizations in the industry. Therefore, the involvement of several organizations in the industry would guarantee the variances between the variables. The use of qualitative methods such as interviews and focus group discussions along with surveys could provide more comprehensive data on employee motivations and experiences.

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