

An Investigation of the Relationship among Perceived Organizational Support, Perceived Supervisor Support, Job Satisfaction and Turnover Intention

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Abstract

The study aimed at investigating the relationship among employees perceived organizational support, perceived supervisors support, job satisfaction and turnover intention. The study involved 37 participants from two schools who were drawn by simple random sampling. The study result revealed that there was positive significant relationship between POS and PSS (0.554), on the other hand other relationships were not significant and strong. The means of POS, PSS and JS were below the expected where as the mean of TOI was above the expected. The qualitative responses strengthen that the supports given were almost minimal and participants have the intent to leave the institution if there are opportunities. The study suggested that there need to see employees-supervisors relationship as well as the support given.

Key words: Perceived Organizational Support, Perceived Supervisor Support, Job Satisfaction, Turnover Intention.

The concept of employee turnover intention has become one of the most important topics in most organizations. Researchers have recently argued that organizational practices that signal investment in employees and their development should reduce organizational turnover. For example, Allen et al., (2003) argued that high performance work practices that contribute to employee development or motivation (e.g., promotion from within, labor-management participation teams) should enhance retention, and found evidence that these practices had a clear negative relationship with organizational turnover rates.

Rhoades and Eisenberger (2002) points out that it is important to have a match between an individual and an organization. Unmet expectations and a mismatch needs, talents and organizational climate often results in job dissatisfaction and subsequent tardiness, absenteeism and turnover. Employee needs are, in part dictated by career stages. For example, opportunity for advancement is much important to younger workers than to the oldest workers since lack of advancement opportunities correlated with intention to search for another job position. Rhoades and Eisenberger's (2002) in Fuller et al., (2006) added on their recent meta-analytic integration of over 70 studies indicated that POS is most strongly related to organizational attachment-related variables such as affective commitment and withdrawal cognitions.

Employee's turnover intention to leave the organization may be caused due to different factors like interaction among colleagues, organizational climate, supervisory quality, workload, low organizational support. This demonstrated the intension to leave is a single best correlate to turnover (Bermingham, 1989). For example, the employee-supervisor dyad is one of the most visible, universal relationships in the world of work. An employee's well-being encompasses many fundamental dimensions of employment, several of which can be significantly affected by an immediate authority figure (Armendariz, 2012). However, turnover intention can be classified into unpreventable turnover, desirable turnover and undesirable turnover. The unpreventable turnover is due to the illness, family issue or retirement. Moreover, the desirable turnover is due to the employee's incompetence. There are relevant turnover as well as there are costly turnovers (Kumar, Ramendran, and Yacob, 2012). The voluntary turnover is usually considered not as negative consequence to the organization.

Organizational support theory claims that employees have a sense of perceived organizational support (POS) which they use to gauge (1) how much their job meets their socioeconomic needs and (2) the organization's willingness to reward increased effort. Low perceived organizational support results in withdrawal behaviors such as absenteeism, sabotage of equipment, and other unexpected costs which can cost an organization millions of dollars to resolve when they become widespread, recurring problems. In contrast, high perceived organizational support results in favorable outcomes such as lower absenteeism and lower organizational deviance.

Furthermore, Eder and Eisenberger (2008), and Avery et al. (2008) point out a supervisor has a major social role. Supervisors hold a position of authority, but they have low social distance with non-managerial employees. That is why employees tend to view their supervisor as representative of upper management's perceptions toward an employee, whether or not that is actually true (Avery et. al 2008). On the other hand, employee's supervisor can strongly influence how employees view themselves at work. This is outlined by Armendariz (2012) organizational support theory, where supervisors are seen as representative (a microcosm) of the entire organization. This also has a chance to positive advantage for supervisors in getting the due attention of the organization through their assignment.

Employees tend to view a supportive supervisor as a form of organizational support. As they have good relationships with their supervisor, they believe their organization has a supportive work culture. Hence, employees feel the need to significantly curb behaviors that are detrimental to the organization such as having very low absences at work, reporting instances of theft, and avoiding a "work to rule" mentality. That is why many scholars' works demonstrate the significance of testing the employee-supervisor relationship. For example, when subordinates in a high-quality LMX relationship are satisfied with their job, the positive effects of the relationship will be translated into employees' commitment to the organization and their willingness to stay with the organization. The switching and opportunity costs are too high for satisfied employees to change jobs, making it clearly more beneficial for them to stay with the organization and contribute towards its overall well-being. The positive effects of a high-quality LMX relationship are thus translated by the mediation of job satisfaction into increased organizational commitment and reduced intention to leave through job satisfaction as the mediator (Cheung & Wu, 2012).

In sum, subordinates are likely to experience greater well-being, more positive job attitudes, and engage in productive behaviors when provided high levels of supervisor support than compared to employees who are provide low levels of supervisor support. The support can be instrumental or emotional; instrumental like support in money, labor, time, or modification of the subordinates work environment and emotional support is on the other hand provided through empathy, caring, love, and trust and is often characterized by intimacy and symptatic listening.

According to self-determination theory, Eschleman (2009) describes the contextual conditions that enhance well-being. That a person's well being is dependent on the fulfillment of basic psychological needs which includes competence, autonomy and relatedness. This may not be the case in all organizations. Moreover, organizational support also accounts its portion for the employee either to be satisfied and retain in the organization for considerable years. Researchers have recently argued that organizational practices that signal investment in employees and their development have shown reduced organizational turnover (Allen et al., 2003). As the bible dictates in the Luke 6:36 (International version) section the return depends on the amount given i.e give, you will be given. That means as the organization provides the necessary input to the workers within it the probability of getting the required from the workers will be a default.

This in turn will result in a feeling that the organization is taking care of the well-being of its employees. As this feeling is felt in the process there will be a sense of retention. Meaning POS can lead to a number of outcomes such as organizational commitment, job satisfaction, along with a sense that the organization is fair (Eisenberger et al. 1986). It can also lead to an increase in an employee's organization based self-esteem. Wayne and associates argued that growth opportunities signal that the organization recognizes and values the employee's contributions and imply future support from the organization; they found a significant positive relationship between both promotions and developmental experiences and POS (Allen et al., 2003).

Some of the consequences of POS that they mention are organizational commitment, job-related affect, job involvement, performance, desire to remain with the organization, withdrawal behavior etc. POS is also known to have an influence on job-related affect which in turn influences feelings of job satisfaction. When an individual feels supported and valued by the organization, they feel more positively towards the organization and this affects the state component of positive affect.

POS is also shown to have an influence on stressor-strain relationships. As employees become certain about the return of their effort by the organization their satisfaction will be maintained positive about their jobs. Some scholars indicated that job satisfaction is a multifaceted construct which affect job performance and stay within organizations.

Perceptions that the organization, an individual works for, supports and cares about them are positively related to work attendance, job performance, citizenship behaviors, job satisfaction, and especially affective commitment to the organization (Allen et al., 2003). As well as high POS is related with low turnover. For example, Teacher job satisfaction is a multifaceted construct that is a strong predictor of teacher retention, a determinant of teacher commitment, and an initiator of school effectiveness (Mda, 2010).

Teacher's job satisfaction also enhances collegiality, improves teacher performance, and has a direct impact on student outcomes. The education world succeeds or fails depending on the way teachers feel about their work, and how satisfied they are with it. Ultimately, teachers' job satisfaction has an effect on their perceptions of the effectiveness of the school as an organization (Mda, 2010).

Teachers with a strong sense of efficacy create higher levels of satisfaction for others and efficacious teaching is critical if the complex needs of students are to be met. If teachers are dissatisfied with their work lives and lack commitment to their organization, not only will teachers suffer but their students will suffer also.

Students in classrooms with teachers who are not satisfied are not receiving the highest quality of education possible. Morale is a state of mind determined by the individual's anticipation of the extent of satisfaction of those needs that she/he perceives as significantly affecting her/his total work situation (Evans, 1997). The morale of teachers can have far reaching implications for student learning (Mda, 2010).

From the analysis of job satisfaction literature and how it relates to turnover, there is a broad mosaic of influences on turnover, and researchers have come up with long lists of what individuals consider in different fields of jobs. Retaining teachers in the education profession is needed for continuity in a school building and district as well as producing experienced educators that may help to improve student success. It is important to study job satisfaction because of its effect on teacher retention. Teachers are more likely to leave the profession in their early years due to a high incidence of job dissatisfaction. Teachers who perceive their teaching job as a profession that is highly significant to their lives feel greater job satisfaction; this can affect their teaching quality as well as their intent to remain in the teaching profession. Job satisfaction cannot only help retain teachers but can improve teaching indirectly (Davis, 2012).

Dissatisfaction with teaching as a career was most commonly attributed to inadequate support from the administration. Most experienced teachers who leave the field do so because of lack of support from administrators and colleagues and insufficient involvement in decision-making. Supportive principals foster participation, develop clear goals and policies, hold people accountable, are persuasive and effective, solve conflicts, are inspirational and charismatic, as well as emphasize and encourage professional development and teaching improvement (Davis, 2012).

Statement of the problem

The effectiveness, productivity and efficiency of organizations are dependent on the satisfaction as well as long stay of employees in it. Moreover, when organizations are supportive and care the well being of their employees the return is stronger and with full dedication. The immediate and line manager's communication and cooperation as well as support also determine the positive contribution and stay of employees in their hosting organization. However, in institutions I have observed, there were frequent notices for those who leaved the institution for unknown reasons, frequent new recruits and some of whom I dealt with explained there are reasons though they are not willing to explain for the fear of job insecurity regarding their intention to leave the organization. Among the reasons: immediate boss (supervisors) are not comfortable for communication, do not forward what has been suggested from the grass root to the top managers, are no thankful for the good deeds, the psychological environment is not comfortable, actual freedom of speech and write are not there, no collegial trust amongst, merits are not kept as of the guide line, no health care, no promotion, opportunities for training and development are not fair for having a certain outlook, inadequate salary, motivation seems a high cost for the management, managers are not comfortable meaning they give prior attention to the report than the employee and work done, and the psychological distance is too wide. Even in the civilized world this issue is not well investigated as Eisenberger and his colleagues claim "only one study has examined the relationship between POS and turnover behavior and more research is needed to empirically demonstrate the nature of the relationship between POS and turnover (Allen et al., 2003), all these factors pooled me to investigate the issue in the nearby high schools, since they are members of the same ministry under the same umbrella and of course the problem is apparent with them too . As a result the study answered the following research questions.

1. Is there any significant relationship among perceived organizational, supervisor support, job satisfaction and turnover intention?
2. What are the major factors that force employees to leave the organization?
3. To what extent employees are satisfied with the support provided?
4. To what extent employees are satisfied with their jobs?
5. To what extent employees are interested in staying in their organization?

Methods

Design of the study

In this study correlation design was used. This study was interested to see the relationships organizational and supervisor support with employees' job satisfaction and turnover intention.

Population, sample and sampling technique

The population of this study was Bahir Dar and Tana Hayik preparatory school teachers. Bahir Dar preparatory school has 84 and Tana Hayik 78 teachers. Among these, 20 female and 142 male were teachers. From these the target samples were 8 female and 29 male teachers. The selection was done on a random basis for male teachers and available for female teachers since the numbers of female teachers are proportionally small and the available were these.

Variables of the study

In this study there are dependent and independent variables. The dependent variable was turnover intention where as perceived organizational support, perceived supervisors support and job satisfactions were independent variables.

Measurements

For the data to gather I have adapted and adopted items from different sources which had reasonably acceptable reliability. Of these perceive organizational support as an independent variable was adapted from Eisenberger (1986) short version with 8 items having an alpha coefficient of 0.90, which has one negatively stated item "My organization shows very little concern for me". It has been measured with five point scale which ranges from 5= strongly agree to 1= strongly disagree. 5 represents high perceived organizational support and 1 represents low perceived organizational support. 6 items were added with some sort of modification from literature. In the pilot study conducted the alpha coefficient obtained was $\alpha = 0.80$ though it is acceptable but by far less than what Eisenberger's short version reliability found. Perceived supervisor support items were adopted from Armendariz (2012) with 8 items that have been stated all positively with an alpha coefficient of 0.90. It had been measured with five point scale which ranges from 5= strongly agree to 1= strongly disagree. 5 represents high perceived supervisors support and 1 represents low perceived supervisors support. Items in this variable, for example "My Supervisor keeps me informed of things I need to do my job well". In the pilot test the reliability coefficient was $\alpha = 0.91$. Therefore it is consistent to take as it is. Job satisfaction was measured through 9 items adapted from Phelps (2006) with 0.82 alpha coefficient having an item stated negatively "I am not satisfied with the benefits I receive". Its alpha coefficient was found 0.35 in the pilot test and I tried to change items to improve its reliability from the 28 pools of items that Phelps used and got 0.65 which is good to accept. It had been measured with five point scale which ranges from 5= strongly agree to 1= strongly disagree. 5 represents high level of satisfaction and 1 represent low level of satisfaction. Turnover intention was also measured by 6 items with alpha coefficient of 0.88. In the pilot test I have administered its alpha coefficient was 0.76. The variation may be due to cultural difference, organizational setting differences and access of jobs but the coefficients were at the acceptable range. It had been measured with five point scale which ranges from 5= strongly agree to 1= strongly disagree. 5 represents high turnover intention and 1 represents low turnover intention. The point of agreement and disagreement was in relation to the intention to stay or leave.

Moreover, overall and open ended items were used to cross validate their responses. Among these 4 overall items and 4 open ended items at each variable had been used. The purposes of the open-ended items were to explore what factors forced them regarding the variables and the overall items were used to assess the general view of employees with each variables.

Data collection procedure

In order to collect the data I followed the necessary procedures. I have tried to have a formal letter from the institution I am learning and contacted the concerned bodies in the pilot as well as actual data collection periods. When I met the concerned bodies I have clarified the intent of the study and convinced each other. One of the question paused on me was "*this is not like other government organizations and the items are not about us*" I have tried to show what it was and came to agreement. I had been there when the questionnaires were returned and checked the right numbers were turned back. The vice principal had a great role in the process of collecting the data by facilitating conditions.

Data analysis technique

In this study Pearson's product moment correlation coefficient, mean, standard deviation, percentage and qualitative description (thematic analysis) of responses for the open ended questions were used.

Result

In this section result of the study are presented.

Table 1: Inter-correlational matrix among POS, PSS, JS & TOI

	POS	PSS	JS	TOI
POS	1			
PSS	.545** (.000)	1		
JS	.181 (.283)	0.197 (.243)	1	
TOI	-0.069 (.683)	-0.120 (.479)	-0.070 (.682)	1

** . Correlation coefficient is significant at the 0.05 level (2-tailed). Others are not significant.

In the table above the correlation coefficient between POS and PSS was found to be moderate and significant ($r = 0.545$). When there was positive organizational support perception there seems high positive and moderate supervisors support to employees. Whereas the relation between POS and JS was positive and weak as well as it was not significant ($r = 0.181$). Though it has positive correlation, the satisfaction is weak as the perceived support is weak. POS and TOI were not significantly correlated and their relationship was found very much weak and negative ($r = -0.069$). Here the turn over intention correlation coefficient is negative as the perceived organizational support has been low. On the other hand PSS and JS were correlated positively but it was found weak and not significant ($r = 0.197$). The relationship between job satisfaction and turn over intention was found negative, weak and not significant ($r = -0.07$).

Table 2: Means and standard deviations of POS, PSS, JS and TOI

	Minimum	Maximum	Mean	Std. Deviation
POS	21.00	58.00	38.6757	9.39579
PSS	8.00	38.00	23.1081	6.92734
JS	12.00	38.00	24.5946	5.73226
TOI	6.00	28.00	20.1081	5.65579

In the table above the means of the variables are presented. The perceived organizational support mean was found below the expected mean (ob mean= 38.67 and exp mean= 42), the perceived supervisor support also found slightly below the expected mean (ob mean= 23.1 and exp mean= 24), the job satisfaction variable mean was found below the expected mean (ob mean= 24.59 and exp mean= 27) as well as turnover intention mean was found above the expected mean (ob mean=20.1 and exp mean= 18).

Regarding the overall and open-ended questions given to the respondents to the variables mentioned above the responses are presented as follows.

Table 3: The overall perceived organizational support by the employees.

Perceived Organizational support	Excellent	Very good	Good	Poor	Very poor
Responses rate	-	10%	60%	30%	-

In the table majority of the respondents perceived the organizational support as it was fair (good). However in the open ended items majority of the respondents have shown that there is almost no support by the organization. Some of them said it is better to say we are working because we have to work to survive and support our families. One of the respondent said "the support they (administrative) feel is very interesting not given to others by other equivalent groups but it is an order with possible punishment following it" another respondent added "they feel as if their support is satisfactory accepted by the members but really discouraging even they do not like to say thank you" moreover, other respondent explained the support as "the support is

biased which depends on membership while we are working with same load and same subject based on political membership. If we can say that there are support they said it is about to bluff us.”

Table 4: The overall perceived support of supervisors in the organization by employees.

Perceived Supervisors support	Excellent	Very good	Good	Poor	Very poor
Responses rate	-	5%	40%	40%	15%

In this table the result shows that majority of the respondents perceived the supervisors support was not good in their stay in the organization. Moreover the respondents from their open-ended responses added that;

“Supervisors are not there to support us professionally rather they stand on the district officials and they sometimes frustrate us in place of continues feedback in the gaps we have. If they are there to supervise, their supervision looks life inspection than showing the gap to improve. They are agents for the officials than school colleagues in our works. They want to report immediately as if we are not working our duties. They do not have tolerance in reporting mistakes done be it consciously or not deliberately. They have close relation with their head master than employees of the organization at the cost of staffs without full supervision.”

Table 5: The overall satisfaction of employees in the organization they are working now.

Job satisfaction	Very satisfied	Satisfied	Uncertain	Unsatisfied	Very unsatisfied
Responses rate	-	20%	25%	35%	20%

In the above table the result shows more than half of the respondents were dissatisfied with their jobs. Moreover 25% of them have shown to hesitate to decide regarding their satisfaction. From the open ended response majority of the participants replied that no satisfaction at all for their jobs. Some of them have put their responses with complain that their profession is the least in comparison with others and same graduates but in different sectors in this country as a result they feel dissatisfied. One of the participant said *“it is better to keep quit; satisfaction is not there at all.”*

The other added *“I am satisfied with what I do but highly dissatisfied with what is done to/on me”* the participant explained the degree of dissatisfaction as such *because of my job I feel as I am the least citizen of the country due to payment even though the profession is good.”*

Table 6: The intention employees have regarding to leave or stay in the organization

Turnover intention	I will stay	I do not know	I will leave
Responses rate	15%	40%	45%

In the table above it shows that near to half the respondents have the intentions to leave the organization. On the other hand 40% of them are doubtful to leave or to stay but it looks that they have a tendency to leave. Participants have replied that there are many reasons to leave the institution they are working, among these the following were some of the factors; salary, students discipline, satisfaction of work, living cost, return of work to life, lack of respecting, wrong placement of heads, underestimates of positioned colleagues, freedom of work (autonomy), interference, promotion, feedback, motivation, unfair career structure, need to change (because of boredom), facilities.

Participants said the following:

“The reason to leave the organization is low payment, no motivation, political interference in classes (fear of examples which are political in its content), readiness of students to learn, students discipline. Moreover, the hardest work in shaping students behavior but the poorest life we are living which is hard to survive”

The other participant added

“even though the profession is always interesting but it challenges life to survive, like health insurance, challenge to the accommodation of children costs, it is

discouraging when you see your position in terms of same graduates from other organizations with same years of service as well as the attitude given to the profession forces me to leave and intend to search for other options.”

Discussion

The goal of this study was to explore the relationship between perceived organizational support, perceived supervisor support, job satisfaction and turnover intention. The major findings of the study are discussed below.

Turnover of the employees are the consequences of many factors, amongst in this study POS, PSS and job satisfaction were treated. In the result section as presented the relationship between POS and turnover intention was found weak, negative and not significant

($r = -0.069$) and the mean of the support provided by the organization was (38.68). However, the participants feeling about their organization looked good. According to Fuller et al., (2006) and Allen et al., (2003) lower organizational support was the reason for turnover intention. In this study it looks that the weaker relationship might be due to lower support perceived by the employees. On the other hand perceived organizational support was correlated with job satisfaction and the result revealed that there was positive, weak and not significant relationship ($r=0.181$) and the mean of the satisfaction of the participants was 24.59 which was below the expected mean. This is expected that the lower the organizational support the lower the satisfaction will be. According to Allen et al., (2003), as employees are certain of the return of their effort with kinds of reciprocity their satisfaction will positively be maintained. Mda (2010) added that teachers' job satisfaction depends on the perception they have about their organization care as an organization. To strengthen this participants have responded that “it is better to keep quiet about the satisfaction.” This is evidenced by low mean average of organizational support and low satisfaction in this study.

Satisfied employees are assets of the organization to stay and share their experiences for the new entrants. However, the result found in this study revealed that there is low job satisfaction with a mean of 24.59 which is below the expected mean. As a result the relationship between job satisfaction and turnover intention was found negative, weak and not significant. According to Davis (2012) low satisfaction is a means to leave the organization, meaning turnover intention and actual withdrawal is dependent on the perception of their jobs in an organization. Supportive organization, supervisor are sources of satisfaction and retention for employees in an organization. However; perceived supervisor support was found to have low in scores (mean of 23.11 below the expected mean) of the participants which has evidenced weak, negative and not significant correlation ($r = -0.120$) as well as positive, weak and not significant correlation with job satisfaction ($r = 0.197$). Positive PSS resulted in reduced turnover intention through job satisfaction. But here the correlation with job satisfaction is weak and the score of participants in both PSS and job satisfaction is low as a result it seems that these weaknesses brought such a result. On the other hand the study tried to see the relationship between POS and PSS, the result was found significant, positive and moderately strong ($r = 0.545$). According to Armendariz (2012), supervisors are seen as representative of the entire organization from the far to reach management to facilitate the relationship between the employee and top management. This is evidenced by the participant's response as “supervisors work for the breath of the administration than those who are their colleagues.” This holds true as Avery et al., (2008) pointed out that supervisors hold authority, thus work for their personal benefits through their authority. Finally the major factors that were themed out by the respondents were the following: in terms of organizational support- no motivation, no care (like health insurance), no promotion, low concern for professional development; In terms of supervisor support- the support is not comfortable rather it is an order, the relation inclines more to the administration wing, they are biased. On the other hand the job satisfaction was very low and touchy in their explanation, they are there simply because they should survive as a result their intention to leave the organization was high.

In general the study suggests that there is a need to see the support provided by the organization and supervisors as well as the well-being of employees for the effective and efficient use of their experiences as well as potentials. The social capital of organization needs due attention than running for reports. Factors which are related to satisfaction are basic that are related to physiological and psychological needs thus these have to be considered from a simple thanks giving to reinforcement and promotion. If not a mere presence of the body will not have the expected productivity to the organization because without the given input it is hardly possible to expect an outcome which is efficient. Silence does not mean satisfaction as well as working there does not mean agreement. Hence, members intent to stay with their satisfaction shall be considered.

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