The Effects of Perceived Organizational Support on the Turnover Intention: A Case Study of Textile Sector

Muhammad Zubair Shafique, Muhammad Zia ud Din, Muhammad Tahir Nadeem, Mohy ud Din, Rub Nawaz

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The Effects of Perceived Organizational Support on the Turnover Intention: A Case Study of Textile Sector

Muhammad Zubair Shafique
MS Scholar (Department Public Administration), Government College University, Faisalabad Pakistan
Email: zubairshafique5@gmail.com

Muhammad Zia ud Din
Lecturer (Department Public Administration), Government College University, Faisalabad Pakistan
Email: zeeyah4@hotmail.com

Muhammad Tahir Nadeem
MS Scholar (Department Public Administration), Government College University, Faisalabad Pakistan
Email: tahirn82447@gmail.com

Mohy ud Din
MS Scholar (Department Public Administration), Government College University, Faisalabad Pakistan
Email: mohy092@gmail.com

Rub Nawaz
MS Scholar (Department Public Administration), Government College University, Faisalabad Pakistan
Email: rub.nawaz10805@gmail.com

ABSTRACT

The study tried to analyze the relationship between perceived organizational support and turnover intention along with psychological contract breach. Researchers used SPSS version 21.0 to examine the data. The participants of this research are middle and top-level managers and their subordinates from the textile sector of Faisalabad city. Data was distributed among 215 participants and collect from 192. This research was tested at 0.05 to generate the hypothesis. The results of this

study showed the positive relationship between turnover intention and perceived organizational support. The results also showed the positive relationship that psychological contract breach moderates between turnover intention and perceived organizational support. Moreover, this research includes recommendations, conclusions and future research.

Keywords: Turnover Intention (TI), Perceived Organizational Support (POS), Psychological Contract Breach (PCB), Job Satisfaction.

INTRODUCTION
Background Information
Turnover intention is an employee psychological response where he has thought about good-bye the company for another (Aliyu & Nyadzayo, 2018). Employee turnover is a significant area of study of human resource management, after a thousand publications and research(Memon, Sallaeh, Baharom, Md Nordin, & Ting, 2017). It is very important for employers to overcome on turnover intention because companies invest on workers due to retaining training, induction, and developing (Ongori, 2007). Turnover intention is an important matter for industries in the relationship with holding human capital to keep up the association's intensity for effective talent management(W. Kim & Hyun, 2017). Employees who feel uncomfortable for a job they leave organization it means organizational climate has played a very important role in turnover intention(Riaz et al., 2017). A high turnover rate brings down employee confidence and it is very costly(Chen, Kim, Liu, Wang, & Zhao, 2018). Furthermore, firms fear to lose exceptionally talented and competent worker, while workers who stay within the organization may essentially be there that they have been not able to protect the work somewhere else(Tanova & Holtom, 2008).

Turnover is a significant problem for the textile sector of Pakistan due to the simplicity of job shifting, job opportunity, and demand for trained employees(Hussain & Asif, 2012). Turnover of competent and skilled employees is a huge loss for the firm(Ashar, Ghafoor, Munir, & Hafeez, 2013). Many researchers have taken the attention of turnover at the workplace(Richer, Blanchard, & Vallerand, 2002). Managers and researchers take into account turnover a problem due to costs related to it(Noor & Maad, 2009). There are many reasons behind the turnover which researchers and managers are trying to find out(Rahman, Naqvi, & Ramay, 2008). Due to turnover intention organizational goals and objectives are affecting(Qureshi et al., 2013). Turnover is an important problem primarily within the area of Human Resource Management, This is often concentrating on market clearing stage on the prices connected with high turnover(Iqbal, Ehsan, Rizwan, & Noreen, 2014). Nowadays Managers are deeply   evaluating the management problems that contribute to discontent and turnover intention eventually impacts on organizational objectives and goals (Qureshi et al., 2013).

Problem Statement
In the textile sector of Pakistan as a problem, employee turnover exists particularly on the low level but middle-level employees are also sometimes quit the job. Due to load shedding the textile sector is facing issues and bearing high prices, however, the turnover rate is also the inevitable price for the business(Makhdoom, 2018). Moreover, the inaccessibility of gas, competition and the higher rate of raw material have fallen these beneficial textile industries causes turnover, cutbacks, and

shutdowns(Farooqui & Ahmed, 2013). If we deeply follow into more detail then we found that executives make strategies for their own particular benefits and sometimes employees are neglected(Nawaz & Siraji, 2009).

RESEARCH QUESTIONS
Following the above problem statement, these questions can be raised.
1-What is the impact of turnover intention on perceived organizational support in the textile sector of Pakistan?
2-What is the impact of turnover intention on psychological contract breach in the textile sector of Pakistan?

STUDY OF THE OBJECTIVE
The study of the objective is.
1. To examine the impact of turnover intention on perceived organizational support.
2. To explore the impact of turnover intention psychological contract breach.

STATEMENT OF PURPOSE
The present study targeted to investigate the moderating impact of psychological contract breach on turnover intention and perceived organizational support in the textile sector.

SIGNIFICANCE OF THE STUDY
The study is vital to investigate and additional insights into the impact on POS and PCB near the TI. Likewise, to what degree do PCB in the relationships and perceived organizational influence the employees turnover intention. It contributes insights on employee intention for leaving by the individual perceived turnover development examines had been led in numerous areas.

LITERATURE REVIEW
Turnover Intention
According to the theory of human capital, gaining the human capital has a significant impact towards the turnover intention(Manchester, 2010). At the point when workers leave a textile sector, that industry may encounter extra expenses not just bear the loss of trained employees but in addition from the bear of cost spent on employees, so the consumption identified with training and development and identified with enhancing efficiency (Lee & Ha-Brookshire, 2017). Moreover due to turnover organizations may lose the social and human capital and may adversely impact on the performance of the organization(Nie, Lämsä, & Pučėtaitė, 2018). Longitudinal research presented that dissatisfaction of job leads toward the better job find and create the turnover(Jaramillo, Mulki, & Solomon, 2006). Workforces with turnover intentions are further expected to vary their desires to finding and relating to managers hence less time energy and invest in existing work(Yuan, Yu, Li, & Ning, 2014). According to the theory of longitudinal that employees who did not change the organization and motivated into a new profession had higher levels of dissatisfaction of work than workers who did change their organization(Egan, Yang, & Bartlett, 2004). The workers who meet and exceed goals decreasing the turnover rate and make a remarkable influence on the overall

organization's outcome(Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016). Turnover intention to leave is processed happen the approach of stress-and-change-related behaviors and distinct variances. Such as social relationship and culture of organization focus on the issues, for instance, organizational factor(Khoo, Chan, Leong, Ng, & Siam, 2017). TI can be influenced by different components. One of the components that the workers have the aim to leave their existing firm is on account of the firm can't satisfy their desire contrast with what the new firm can offer them(Chan, Chok, Lae, Lam, & Lee, 2017). According to the psychological theory of employee turnover, the employee quit the job because he thinks that the new job comes more satisfaction on the account of the previous job (Poon, 2004).
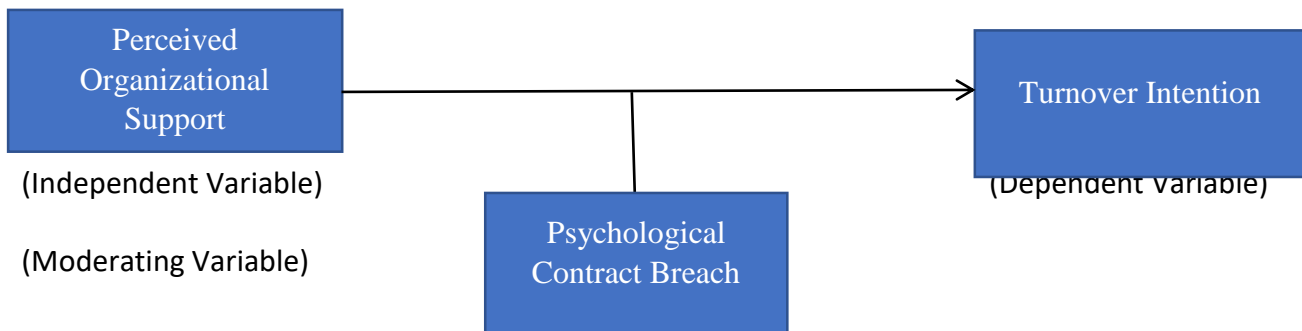
Perceived Organizational Support

It is believed that the growth of POS is stimulated by workers trend to allocate the firm manlike characteristics(Rhoades & Eisenberger, 2002). Many researchers have examined workers believe that firm appreciate their input and give attention to the comfort of employees(Eisenberger, Huntington, Hutchison, & Sowa, 1986). According to the theory of social exchange where occupation is observed as the job of determination and reliability by the worker for allowances or perks and shared interests from the company(Kurtessis et al., 2015). Perceived organizational support is linked with workers emotional comfort, their encouraging coordination concerning their job and firm, and behaviours useful to the organization(K. Y. Kim, Eisenberger, & Baik, 2016). Perceived organizational support may consider as a resource for the organization that accomplishes the emotional desires of workers like self-confidence, endorsement, and association(Gupta, Agarwal, & Khatri, 2016). Numerous scholars have recommended the conceivable look of perceived organizational support in the growth of workers' activity(Caesens, Marique, Hanin, & Stinglhamber, 2016). Perceived organizational support formed by cause of work environments and human resource practices offer the formation of positive behaviour and attitude of the employee. Rational management, managerial provision, rewards and promising work conditions exhibited a strong affiliation with perceived organizational support (Colakoglu, Culha, & Atay, 2010).

Psychological Contract Breach

It means the firm has unsuccessful to attain its responsibilities or promises towards employees(Robinson & Rousseau, 1994). Trust of Employee is established on the view that organizations fulfill the promise and an employee offered commitment in exchange for organization promise(Kickul & Lester, 2001). Many studies showed the adverse influence of PCB on employee work behaviour and attitude concerning their job(Lester, Turnley, Bloodgood, & Bolino, 2002). Psychological contract has a breach when the organization did not fulfill their promise. The psychological contract can contain the beliefs of employee and expectancies, it is not essential that the organization share these expectations in the exchange relationship(Johnson & O'Leary-Kelly, 2003). It can happen due to the nonexistence of an actual breach(Robinson, 1996). Opinions of the employee on breach have adverse outcomes for the company, for instance, poor performance, citizenship behavior, lowered obligation and fulfillment along with actual turnover(Gakovic & Tetrick, 2003).

THEORETICAL FRAMEWORK

| Perceived Organizational Support | → | Turnover Intention |

(Independent Variable)   (Dependent Variable)

(Moderating Variable)

Psychological Contract Breach

HYPOTHESIS
         To follow the research objective these hypotheses can be generated.
H1: There is a positive relationship between Turnover Intention and Perceived Organizational Support.
H2: There is a positive relationship between Perceived Organizational Support and Psychological Contract Breach.
H3: Psychological Contract Breach moderates the relationship between Turnover Intention and Perceived Organizational Support.

PARTICIPANTS AND PROCEDURE
The employees working at the middle and top level in the textile sector of the Faisalabad city were the participants of the study. The study was conducted from different textile mills in Faisalabad. The survey-based questionnaire was distributed among participants for data collection. For the better understanding of participants, every question is defined before distributing the questionnaire. Overall 215 survey based questionnaires were randomly circulated among the staffs and 192 are completely and fairly returned with the response rate of 89.3%.

MEASURES
         The 5-point scale was utilized to gauge the items ranging on 1=strongly disagree to 5=strongly agree.
Turnover Intention
         Turnover intention was rated via using the three items and developed by(Cummann, Fichman, Jenkins, & Klesh, 1979).

Psychological Contract Breach
         PCB was rated by using the five items and scale developed by(Rousseau, 1995).
Perceived Organizational Support
         It was also rated by using five items and scale adopted from(Eisenberger et al., 1986).

Demographics

Variable	Scale	Frequency	Percentage
Age	18-25	78	40.7
	26-35	69	35.9
	36-45	31	16.1
	46-50	6	3.1
	51-55	5	2.6
	56-60	3	1.6
Qualification	Matric	17	8.8
	Intermediate	112	58.4
	Graduation	47	24.5
	Master	16	8.3

The data was gathered from staffs working in different departments and divisions of textile industries in Faisalabad. Percentage of data was 40.7 between 18-25 years, the percentage of data was 35.9 between 26-35 years, the percentage of data was16.1 between 36-45 years, the percentage of data was 3.1between 46-50 years, the percentage of data was2.6 between 51-55 years and percentage of data was 1.6 between 56-60 years old. The qualification of Matric participants was 8.8 percent, 58.4 percent of Intermediate, 24.5 percent of Graduation and 8.3 percent of Master.

CORRELATION

The analysis of correlation relations was used to find the relationship between every variable in this model. The test presented that correlation is significant at the level of 0.01 and 0.05 that is adapted to find the link between the independent and dependent variable. It showed the relationship is positive between POS, PCB and TI with the correlation of 0.732, 0.823 and 0.791 which is highly correlated because it is greater than zero and nearly 1.

Table 2

Correlation of variables

	variables	Alpha	POS	PCB	TI
1	POS	0.732	1		
2	PCB	0.823	.688**	1	
3	TI	0.791	.725**	.638**	1

**. Correlation is significant at the 0.01 **

POS= Perceived Organizational Support

PCB= Psychological Contract Breach

TI= Turnover Intention

REGRESSION

The above table showed the relationship between the independent and dependent variable. The regression of multiple linear was the help to check the coefficient which used to analyze the link between the independent and dependent variable. The above table presented that Perceived Organizational Support R-value is 0.390 and R square 0.386, ß value 0.390, SE value 0. 50153 and Psychological Contract Breach R-value 0.454, R square value 0.402, ß value 0.236 and SE value 0. 48738.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.390[a]	.386	.245	.50153	1.170

a. Predictors: (Constant), Perceived Organizational Support

b. Dependent Variable: Turnover Intention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.842	.177		16.099	.000
	Perceived Organizational Support	.293	.062	.390	4.701	.000

a. Dependent Variable: Turnover Intention

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.390[a]	.386	.245	.50153	
2	.454[b]	.402	.293	.48738	1.248

a. Predictors: (Constant), Perceived Organizational Support

b. Predictors: (Constant), Perceived Organizational Support, Psychological Contract Breach

c. Dependent Variable: Turnover Intention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.842	.177		16.099	.000
	Perceived Organizational Support	.293	.062	.390	4.701	.000
2	(Constant)	2.915	.206		12.211	.000
	Perceived Organizational Support	.261	.062	.348	4.241	.000
	Psychological Contract Breach	.144	.050	.236	2.871	.000

a. Dependent Variable: Turnover Intention

RECOMMENDATIONS

There are some recommendations for the organization to overcome turnover intention. Training system should be proper on work behaviour and attitudes for managers so they can avoid negative attitude or behaviour towards their employees. The organization must apply the reward system so employees can be motivated. Moreover, lack of training of employees can cause for employees to leave the organization. So the organization should be implementing the proper training system for employees.

CONCLUSIONS

After conducting this research showed that job dissatisfaction causes the employee turnover. There are many factors of dissatisfaction like the negative behaviour of the employer towards the employee, toxic culture of the organization, no career opportunity and not enough motivation system. So, it needs to be for the organization to overcome these issues to control the turnover. The organization should care about the satisfaction of employees because due to job satisfaction employees are willing to stay in the organization.

FUTURE RESEARCH

The research is quantitative and has many limitations, so it is recommended that taking the qualitative study so that to more depth approach about the organization. The sample size was 192 which are very small. To get the reliable results sample size can increase. Moreover, data was collected only textile sector of Faisalabad city, so the researchers can increase the scope of organizations to get the more valid result.

Muhammad Zubair Shafique (Corresponding Author)
MS Scholar (Department Public Administration)
Government College University, Faisalabad Pakistan
Email: zubairshafique5@gmail.com

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