Perceived organization support and turnover intention: the mediating effects of personal sacrifice and job fit

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Perceived organization support (POS)
- Employees perceive
  - how an organization values their contributions and
  - how an organization rewards their job performance and meets their socio-emotional needs
- Hypothesized that POS negatively correlates with turnover intention

Perceived supervisor support (PSS)
- Employees perceive
  - how supervisors value their contributions and
  - how supervisors show concern for their well-being

Hypothesized model

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Job embeddedness

- Net of financial, social, cultural or psychological connections that attach an individual to their organizations

Job fit
- Perceptions of comfort level with his job setting
- Feelings of organizational support
- Employees feel that their talents are utilized.

Personal sacrifice upon leaving a job

Material cost:
Salary, pension, options...

Psychological cost:
Loss of colleagues, stability, ranks...

Job fit Personal sacrifice

Job embeddedness

Perceived supervisor support

Perceived organization support

Turnover intention

Social exchange theory

- To continue relationships, both parties must feel that they are receiving something of value
  - Employees offer dedication to the organization through reduced turnover along with heightened performance;
  - Employers offer salary and benefit, showing that they value and respect for the well-being of employees

Method

- Population: 357 people in manufacturing facility
- Study participants: 346 returned survey

Results

<table>
<thead>
<tr>
<th>TABLE 3. Scale Correlation Matrix</th>
<th>Turnover intention</th>
<th>POS sacrifice</th>
<th>Personal sacrifice</th>
<th>Job fit</th>
<th>Supervisor support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean s.d.</td>
<td>2.99 (1.39)</td>
<td>-0.412 (0.49)</td>
<td>2.63 (0.83)</td>
<td>-0.540 (0.87)</td>
<td>-0.546 (0.78)</td>
</tr>
<tr>
<td>Job fit</td>
<td>0.54 (0.66)</td>
<td>-0.413 (0.87)</td>
<td>-0.546 (0.78)</td>
<td>-0.69 (1.08)</td>
<td>-0.77 (0.44)</td>
</tr>
<tr>
<td>Supervisor support</td>
<td>0.59 (1.09)</td>
<td>-0.227 (0.44)</td>
<td>0.77 (0.169)</td>
<td>-0.46 (0.44)</td>
<td>-0.46 (0.94)</td>
</tr>
</tbody>
</table>

Note: All correlations significant at p < 0.05, except Supervisor support, personal sacrifice (p = 0.02). Scale reliabilities are noted on the diagonal.

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Results

- Job fit
- Personal sacrifice
- Perceived supervisor support
- Turnover intention
- Perceived organization support

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- Job fit
- Personal sacrifice
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Discussion

Mechanisms:
- Organizational justice
- Participation in decision making
- Supervisor support
- Fairness of rewards, promotions
- Autonomy
- Job security

Consequences:
- Increased job satisfaction
- Increased performance
- Increased commitment
- Reduced turnover

Limitations

- Generalizability of findings to other context

Implications

- Organization increases job fit
- Organization should consider taking actions that will increase employees' perceived costs of leaving while making employees generally more comfortable in their current situations
- Organization trains employees with specific skill sets that are valued within organization and shifts reward plans toward long-term incentives

Thank you