

The Effect of Perceived Organizational Support and Job Satisfaction

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Abstract—Construction industries are exposed to a high competition. Such situation could affect the employees since organization also increase their demand in terms of long working hours, high workload, high quality standard, and lack of job security. Facing this challenges some employees might feel less satisfied and tend to come out with quick response to leave the organization. This paper aims to explore the turnover intention in construction industry. A questionnaire is used to collect data from 110 employees. The results reveal that most respondents perceived good support from organization and feel satisfy. While they have low intention to leave. The perceived organizational support positively affect turnover intention and job satisfaction mediated the relation. This study using small sample size which means any generalisations should be done carefully. Meanwhile, the cross-sectional approach only highlight the existence of relationships between variables but it didnot discuss their exact nature.

Keywords—*perceived organization support; job satisfaction; turnover intention*

I. INTRODUCTION

High employee turnover often affecting significant costs on organizations. These costs can include recruitment to fill vacant positions, resources and time devoted for training, and loss of potential human capital [1]. As well as other industries, turnover in construction sector also become important problem [2-4]. Even worse, construction service that lost their employees usually followed by losing their client. It is a business of trust and relation. Customer rely on their good relation with the trustworthy staff. Turnover become important topic in human resources management. Searching and finding new employees is time consuming for a business. Human resources need to address the turnover to leave as early as possible. Many factors can affect the employees mind to leave their current organization. Previous literatures conducted study which examine the relation between turnover intention and variables such as; role conflict, work-life balance, work stress [5], job satisfaction [6], perceived organizational support [7], affective commitment [8], alternative employment opportunity [3], compensation and organizational justice [9], and the level of trust [10]. It is evidenced that turnover Intention is critical to issue for business organization. Many scholars tested and studied factors which could help in improving the employee's retention. This research investigates the effect of perceived

organizational support (POS) and job satisfaction in construction business. Based on the social exchange theory, employees will develop positive feeling towards their job and organization when they perceived that organization recognize their contribution [11]. One of the positive attitude toward their job is the feeling of satisfaction while stay for longer period is one of the positive behavior toward the organization. Dealing with millennial workers who had other priority compare to the previous generation, organizations that act proactive could decrease the voluntary turnover. Human resources need to develop program and policy to solve the problem. The practical implication of this study is to help the management to manage the voluntary turnover by establishing the important factors that affect turnover intention.

II. LITERATURE REVIEW

A. Perceived Organizational Support

POS defined as general beliefs regarding the extent to which employees perceived that their organization pays attention to their well-being and values their contributions [12]. POS also viewed as the degree to which employees believe that the organization value and cares about their contribution [13]. Other scholars regard POS as the magnitude of employees believe about the recognition from the organization towards their job and how much organization cares about their need [14]. POS did not build in a short period of time. It is developing through the course of long interaction between employee and organization. When employee confidence that the organization help and support them, they will develop high POS. On the contrary, the organization who regard that certain employees give their best then the organization will provide more support. It is a reciprocal relation. The organizational support can be informing of competitive salary, more benefits, providing modern tools, flexibility work hour, providing more company facilities, and great career. Employees with higher POS believed to have positive work attitude and behavior. And in the end it will benefit the organization.

B. Job Satisfaction

Job satisfaction is a form of emotional and attitudinal response from employees towards their job [15]. Employees could sense of personal satisfaction regarding the dimensions of their; the type of work, the success rate, career improvement,

enhancing ability and experiences, interaction with supervisor and co-workers, and the rewards. One definition of job satisfaction is explained as a positive feeling about work, which emerges after the individual evaluates each characteristic of his job [13]. Employees with high satisfaction will develop positive attitude at work. Job satisfaction also perceived as a positive or negative feeling of employees towards their work, colleagues, supervisors, and the work environment [16]. Organizations need to ensure their employees experience and develop positive image regarding job satisfaction dimensions. Satisfied employees will certainly contribute more for organization. The positive impact of satisfaction including higher engagement, commitment, presentism, and performance. employees who satisfy with the current job and organization would likely stay longer [17]. Some of the characteristics describing high satisfaction employees were willing to help, share knowledge, teach new employees, fill out for others, determine to achieve the best, and respect the organization. Satisfied employees can affect the organizational commitment and organizational citizenship behavior [18,19].

C. Turnover Intention

Turnover is the employee's resignation rate [20] or as the movement of employees out of the company [21]. Organizations must ensure that good employees stay longer within the organization and low performance employees encouraged or even forced to leave. When the organization initiates the turnover this is called involuntary turnover. When the initiative came from employees then it is called voluntary turnover [22]. Voluntary turnover can be happen all the time. But, organization can implement some ways to retain the good employees. Employees change organization usually because they get better offer (position, salary, benefit, respect). It is important to give a sense of value to stay. On the other hand, organization need to identify what cause them to leave. Although turnover is a decision made by the employee organization can affect or entice them to stay. What we discuss is turnover intention which is slightly different from turnover. By understanding turnover intention management can identify to what extent employee's intent to find a new job or to leave the company within a certain period of time.

D. The Relation of Perceived Organizational Support and Job Satisfaction

Various research regarding the relationship of POS on job satisfaction supports that there is a significant and positive relationship. Employees with strong perception that the organization give them support could experience higher satisfaction. A Study in Hongkong found that organizational support mediate the influence of organizational justice and job satisfaction [23]. POS seemed to be the crucial factors in relation to job satisfaction [24]. Employee who need support and granted by the organization will be more satisfied with their job. According to social exchange theory, if employees perceive that their organization values their contribution and cares about their well-being, they are more likely to engage in positive behaviors [25]. The result from previous studies from various countries mostly reveal the significant and positive relationship between POS and job satisfaction. From India [26], Turkey [27,28], Spain [29], United States [30], South

Africa [31], Malaysia [32], Jordan [33], and Hongkong [34]. Thus our hypothesis H1 is that POS has a significant positive effect on job satisfaction.

E. The Relation of Perceived Organizational Support and Turnover Intention

POS had reverse relation with turnover which mean employee with higher POS will less likely to leave. Previous research supports such notion. We refer to social exchange theory [11] when discussing the relationship of POS and turnover intention. Employees tend to leave the current organization if they see opportunities on the outside. In the other hand turnover intention could also depend on the employee experiences at the workplace. Positive experience regarding organization treatment and work environment will make them want stay longer. On the contrary, negative experiences in an organization will drive them away or at least seek new opportunity outside. Organization need to provide great experience which make employees feel valued and supported so they do not have the thought of leaving. Most studies regarding the relationship between POS and turnover intention support the significant negative relation. Hussain & Asif in Pakistan [35], Islam et al. [36], Park et al. in China [37], Urbonas et al. in Lithuania [38], and Islam et al. in Malaysia [39] found strong negative correlation ($R > -0.500$). Thus the hypothesis H2 is perceived organizational support will have significant and negative effect on turnover intention.

F. The Relation of Job Satisfaction and Turnover Intention

The development of the human resources become the main responsibility of the human resources department. They had been evolve from the clerical and administrative job to management and strategic role. One of their goals is to retain good employees. Human resources department can design interesting jobs, provide adequate support, implement equal treatment, set up career path, and provide them with great leaders. These action intended to develop positive environment which can make employees satisfied. Satisfied employees would positively impact on their morale. When their needs were met, employees work better and contribute more. This situation could decrease or diminish the thought of leaving. They develop strong bond with the organization. A survey on 208 hotel employees in Cyprus acknowledged that perceived fairness will enhance job satisfaction which then could reduce turnover intention [40]. The findings in Spain also support the idea that satisfaction of the job determine the intentions to leave organizations [41]. Some previous studies from various countries support the negative relationship between job satisfaction and turnover rates. This mean employees with high job satisfaction will demonstrate lower turnover intention rate. Study in Malaysia using employees of printing industry [42], from United States and Sri Lanka using information technology respondents [43], in Pakistan banking [6], in Malaysia [44], in United Emirates Arab [45], in Thailand [46], in Turkey [47], in Australia [48], in United States [17], and in China [49] revealed and support the negative relation between job satisfaction and turnover intention. Our third hypothesis H3 is that job satisfaction will have significant negative effect on turnover intention. Since this study also analyze the effect of POS on turnover intention mediated by job therefore our

hypothesis H4 is that job satisfaction has mediation a role in the influence of POS on turnover intention.

III. METHODOLOGY

A. Participants

The sample for this research was drawn from all employees of PT. TMK in Bogor. We contacted the human resources manager to obtain the permit. Using nonprobability sampling method with convenience sampling we distributed 150 questionnaires in March and April 2018. 110 questionnaires were return. The anonymity of the employees was ensured. Table 1 showed the demographic profile of the participants. The organization apparently has male preference for the worker's gender as male worker (82%) dominate female (18%). This is related to the type of construction work that is usually a lot of male employees. The age distribution was quite equal with the range between >35-40 show the highest percentage. Most of participants have long experience in the organization, 40% of them had been working for 5-10 years.

TABLE I. DEMOGRAPHIC PROFILE

Demographic	Frequency	Percentage
Gender		
Male	90	82%
Female	20	18%
Age		
<25	4	4%
- 30	16	15%
30 – 35	17	20%
> 35 – 40	22	20%
> 40 – 45	19	17%
> 45 – 50	18	16%
> 50	14	13%
Length of Service		
< 1 year	4	4%
1 – 3 year	15	14%
> 3 – 5 year	28	25%
> 5 – 10 year	44	40%
> 10 year	19	17%
Education		
High School	31	28%
Diploma	39	35%
Undergraduate	32	29%
Postgraduate	8	7%

TABLE II. MEAN, STANDAR DEVIATION, AND CORRELATION

	Mean	Std. Deviation	Age	Tenure	Education	POS	Satisfaction	Turnover
Age	4.3273	1.71934	1					
Tenure	3.5364	1.04642	.636**	1				
Education	2.1545	.92057	.217*	.218*	1			
POS	4.8333	.81501	-.067	-.115	-.005	1		
Satisfaction	4.8268	.52770	-.005	.025	.212*	.475**	1	
Turnover	2.7384	1.04321	.027	.143	-.136	-.248**	-.279**	1

We are now turn to hypothesis testing result. Table 3 show the regression result. POS apparently has an effect on job satisfaction (P <0.01), but has no effect on turnover intention

B. Data Analysis

Correlational analyses of the variables were performed using SPSS. Mediation analyses were executed on SPSS utilizing PROCESS Hayes [50]. PROCESS offers a great way to analyze mediation using bootstrap confidence intervals which avoids the power problems of asymmetry and sampling normality distributions [51]. The number of bootstrap samples for bias corrected bootstrap confidence intervals was 5,000. For the 95% confidence interval the value must show positive or negative to prove that the bootstrapped confidence interval does not include zero that is the Upper level and Lower level Confidence Interval is either positive or negative. Previous research that also used the same method are Prasetyo et al. [19], Goswami et al [52], Gu et al. [53], Oh and Oh [54].

C. Measurement Tools

Participants choose one of six-point Likert scale consist of 1 = 'strongly disagree' to 6 = 'strongly agree'. Our questionnaire contains 32 items. POS was assessed by employees' responses to items developed by Eisenberger et al. [55]. One sample item was 'The organization proud of my achievements'. Job satisfaction was assessed using five dimension (job itself, supervisor, salary, coworker, and career opportunity) based on the work of Prasetyo et al [19]. The example of the items was 'I received salary accordance with my work load'. Employee turnover intention was measured using the previous questionnaire from Elci et al. [56]. One of the items was 'Actively look for alternative job opportunities'.

IV. RESULTS AND DISCUSSION

A. Results

The correlation analysis showed that all variables were correlated to each other. POS positively correlated with job satisfaction (0.475). POS also show correlation with turnover intention but in the negative direction (-0.248). the correlation between job satisfaction and turnover intention also had negative direction. It seems that the participant's perception was quite in line with most previous studies. They who felt supported by the organization will develop higher job satisfaction and lower intention to leave. The higher job satisfaction will decrease the thought of leaving as well. Table2 presents the results regarding means, standard deviation, and correlation. The correlation between each variable was below 0.5 or closer to zero which consider as weak [57].

(P> 0.05). Furthermore, job satisfaction has influence on turnover intention (P <0.01). The hypothesis H1 and H3 were accepted while H2 was not. POS have a significant positive

effect on job satisfaction and job satisfaction have a negative effect on turnover intention. There is no influence from POS on turnover intention.

TABLE III. REGRESSION COEFFICIENT, STANDAR ERROR AND MODEL SUMMARY

	Job Satisfaction			Turnover		
	Coeff	SE	p-value	Coeff	SE	p-value
POS	0.307	0.055	0.000	-0.191	0.134	0.156
Job Satisfaction	-	-	-	0.411	0.207	0.049
Constant	3.341	0.269	0.000	5.646	0.899	0.000
	R Square		0.225	R Square		0.308
	F =		31.408	F =		5.616
	p =		0.000	p =		0.005

Figure 1 shows the effect between variables. To analyze the fourth hypothesis, SPSS is used with the MACRO PROCESS. Whether or not the role of mediation from job satisfaction is measured by determining the Lower Level Confidence Interval (LLCI) and Upper Level Confidence Interval (ULCI) value was not contain 0. Thus the value of LLCI and ULCI must be positive or negative. A positive value means the corresponding variable has a positive role (unidirectional), otherwise the negative value shows an opposite direction.

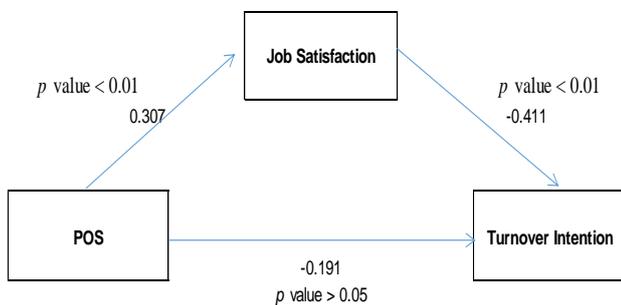


Fig. 1. Job satisfaction mediator models.

Table 4 showed the results to answer the hypothesis H4 regarding the role of job satisfaction in mediating the relationship between POS and turnover intention. The value of LLCI and ULCI doesn't contain 0, so hypothesis H4 was accepted. Job satisfaction mediate the influence of POS on turnover intention. In fact, without the existence of job satisfaction, POS does not affect turnover intention.

TABLE IV. THE EFFECT OF POS ON TURNOVER INTENTION

	Effect	Boot SE	Boot LLCI	Boot ULCI
Direct	-0.191	0.134	-0.456	0.074
Through Job Satisfaction	-0.126	0.086	-0.360	-0.004
Total	-0.317	0.119	-0.554	-0.081

It is clear the importance of job satisfaction in the relation of POS and turnover intention. POS increase the employee satisfaction but not affect turnover intention. Only job satisfaction which could affect the turnover. The organization should focus on developing program that can boost

satisfaction. POS can be one of them. If used thoroughly and continuously, POS will have positive impact on employee morale and their satisfaction. Meanwhile, organization can identify other method to boost the satisfaction level. Make sure that organization justice applied properly, provide better work environment, managing employee stress level can be beneficial. The current study examined the impact of POS employees' turnover intentions. We explored the mediating role of employees' levels of satisfaction about their job in linking POS with turnover intentions. As hypothesized, we found evidence that if employees consider their organization gave optimal support, they will be more willing to demonstrate higher job satisfaction, which eventually reducing their intention to quit. The study also revealed that after adjusting for the possibility of spurious association resulting from age, tenure, and education, the indirect effect of POS on turnover intentions through job satisfaction is negative and statistically different from zero. That means, these three covariates has no impact in this relation. This study supports the results of previous studies. First, in response to the linking of POS and job satisfaction we discover how POS contributes to increase job satisfaction. Study from western countries [29,30] as well as from Asian countries [23,26,32-34] suggested that both in collective and individual culture, the findings was the same. POS will increase job satisfaction. Second, the current study also corroborates the previous result regarding the negative effect of POS and turnover intention [36-39]. Finally, our result also in line with previous finding which support the negative relation between job satisfaction and turnover intention [40-47].

The study provides insight for management to carefully manage the human resource policies ad make sure the policy is directed to support employees well-being so they can carry out the work and achieve goals. Organizations can conduct internal surveys to identify what kind of support that employees need. Organization need to provide support related to the completion of the work but also support in fulfilling the needs of non-work. As for the latter, in accordance with the current conditions, organization can implement policies that give freedom to take care of personal or family problems without sacrificing the organization goals. Flexible work hour, time to care for family members, and schedule flexibility regarding employee personal development.

B. Discussion

One important key success for business organization is their employees. Employees who were satisfied, committed, and loyal are important part of organization. Therefore the organization advised to manage the turnover by introduction human resources policies that facilitate and support employees to do their job and develop job satisfaction. Job satisfaction need to maintain constantly since consider as an important part which shape turnover intention. The benefits of this research are still limited to the internal human resource management. This is because the respondents used only come from one company only. For generalization, further research needs to be conducted covering larger organization, various industries, and from several cities in Indonesia.

V. CONCLUSION

This study confirms that hypotheses H1, H3, and H4 were accepted. POS has a significant positive influence on job satisfaction, job satisfaction has a negative effect on turnover intention, and job satisfaction acts as mediation in the relationship between POS and turnover intention. The second hypothesis was not accepted, POS has no significant negative relationship with turnover intention.

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