Research Article

A Study on Impact of Perceived Organizational Support (POS), Job Satisfaction and Organizational Commitment Towards Turnover Intentions of Information Technology Professionals at Chennai City

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ABSTRACT

The purpose of this paper is to examine the relationship between Perceived organizational support (POS), organizational commitment, Job satisfaction and turnover intentions. The objective is to identify implications of the relationships. This research was conducted using a structured questionnaire among the Information Technology professionals employed in leading organizations in Chennai city, Tamilnadu, India. The interaction between POS and organizational commitment and job satisfaction was a significant predictor of turnover intention. Employees with low levels of commitment and further job satisfaction, but high levels of Perceived Organizational support from the organization, have less intention to leave their existing organizations. The study revealed that POS strongly influences the turnover intentions of the employees through the mediating variables, Job Satisfaction and Organization Commitment which would support the managers in retaining their talented employees where ensuring job satisfaction and commitment may not be sufficient enough to minimize the employees from quitting the organizations.

Keywords: Perceived Organizational Support (POS), Organizational Commitment, Job Satisfaction, Turnover Intentions, etc.

INTRODUCTION

Over the past two decades the structure of job opportunities in the field of information technology changed dramatically, and created a job demand rivalled all others in the history of the Indian labour force. Despite current slowdowns in the IT industry the labour statistics still projects that computer systems design and related services occupations will remain the fastest growing jobs over the next few years and hence demand for computer and information systems managers will increase. On average the highest paid managers are employed in computer science and engineering fields. Since most of the employees employed in IT organizations are professionals, they take lot measures to ensure their job satisfaction there by reducing their intention to quit the organizations in search for better opportunities. Particularly they try to retain their talented workforce by providing them excellent career development opportunities, competitive compensation, performance based incentives, increments, flexible working opportunities, good organization climate, recognition, other relevant allowances, etc. In spite of this, many leading organizations face the acute problem of acquiring and retaining their quality workforce. However the employers recognize the importance of retaining their quality workforce, yet turnover of employees has proved to be a greatest challenge for them. Turnover of the employees considerably affects employee morale and further the effectiveness of the organizations. Also it leads to the loss of knowledge and skills which further increases the cost for the organizations.

Turnover is as an individual's estimated probability that they will stay in an employing organization. Turnover is of two types: voluntary and non–voluntary. Several studies have been carried out to identify the variables associated with turnover intentions. Turnover Intention (TI) is defined as an employee's decision to leave an organization voluntarily which has been identified as the immediate antecedent for turnover behavior. Hence the researcher has intended to conduct a research on the turnover intentions of the software professionals particularly at the middle level who play a critical role in the success of the organizations.

From the various studies, we found that the factors such as family conflict, work stress, role ambiguity, work exhaustion, etc can positively impact turnover intentions and the factors such as Job satisfaction and Organizational Commitment (OC) can negatively impact turnover intentions. Much of the researches have not focuses on Perceived Organizational Support (POS) which is also one of the factors that can negatively influence the turnover intentions of the employees. Hence the researchers have decided to study the impact of POS on the turnover intentions of the IT professionals using the mediating factors job satisfaction and organizational commitment.

Significance of the Problem

POS is an employee perception of the level of support the organization provides in return for his or her effort in helping the organization to reach it goals. Due to the complexity and innovativeness of the work IT professionals must perform and the need to span boundaries, POS may leave a particularly strong

impression on these employees. It is a potentially important predictor of employee attitudes and thus their intentions to remain or turnover. Employee attitudes, such as job satisfaction and organizational commitment, have consistently been negatively related to turnover intention (Joseph, Ng, Koh, & Ang, 2007; Lacity, Iyer, & Rudramuniyaiah, 2008). Thus, because of the impact POS can have on employee's turnover-related attitudes, POS appears to be a fruitful concept for investigation in the IT employee work force research on middle level employee retention.

Review of Literature

Overall, turnover intention has emerged as the strongest antecedent to employee turnover. There is a large pool of research confirming the relationship between turnover intention and the actual behaviour of leaving. Abbasi and Hollman (2000)[1] warn that it is "the smartest and most talented employees [who] are the most mobile and the ones who are disproportionately more likely to leave". As these employees choose to leave organizations, their experience, knowledge and talent leave with them resulting in output delays caused by their vacancy (Abbasi and Hollman, 2000), which can lead to organizational dysfunction.

Mobley[2] indicated that overall job satisfaction is negatively linked to turnover but explained little of the variability in turnover. Mobley in (1977) developed a model that explains the process of dissatisfaction that an employee feels and how s/he arrives at a decision to leave the organization. Mobley identified several intervening variables that could serve as mediators to the effect of job satisfaction.

According to (Brayfield and Crockett, 1955; Vroom, 1964)[34] job satisfaction has direct association with the turnover intention. According to Mobley (1977) Job satisfaction is negatively related with the turnover intention of employees. Employees often think to leave their job; they often make comparison of their current job with the others and evaluate the alternatives which they can get by leaving their recent job. According to (Susskind)[5] job satisfaction has a significantly negative association with turnover intention on consistent basis.

Alexander, Litchtenstein, & Hellman, 1998; Hellman, (1997)[6], Employee job satisfaction was found to be a good predictor of retention of a highly skilled and experienced labor force in an organization.

Wright and Bonett, (2007)[7], revealed that employees are most likely to turnover when both their psychological well-being and their job satisfaction are low. Also identified that satisfaction with meaningful work and promotion opportunities were significant predictors of turnover intention

Mobley[8] also sees employee turnover as a decision-making process. Mobley defined employee turnover intention as the withdrawal decision process that results

in quitting (turnover). The model suggests people will gradually withdraw from their job, and may even exhibit behaviours, which indicate such. These behaviours may include increased absenteeism and other similar behaviour (Mobley, 1982). Mobley created a model of job satisfaction and employee turnover that describes the direct and indirect influence of job satisfaction on employee turnover.

Jeffrey.(2007)[9], When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller.

Amah, O. E. (2009)[10], Job satisfaction, job performance and leader membership exchange has a direct negative influence on the turnover intention.

Elizabeth Medina (2012)[11], Job satisfaction is inversely related to turnover intention and low turnover has been shown to increase organizational productivity and performance. This study finds that job satisfaction is inversely associated with turnover intention and that organizational culture moderates the magnitude of this relationship.

Samuel Emeka Mbah[12], in their study found that greater the job satisfaction less likely is the turnover intention, thus confirming previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job holds negative attitude about the job.

Ahmad, Bashir[13] concluded that job satisfaction is significantly and negatively correlated with turnover intention.

Carmeli (1991)[14] the job satisfaction variable is negatively related to voluntary turnover intentions.

Mohammad. (2006)[15], Organizational commitment is recognized as a key factor in the employment relationship and it is widely accepted that strengthening employment commitment, reduce turnover.

Organizational commitment is an attachment with organization (Mathieu and Zajac, 1990)[16]. Organizational commitment means a positive response toward working conditions and has a strong believe on organization goals and wish to attain effective relation with organization (Scholarios and Marks, 2004)[17]. Organizational commitment and turnover intention are significantly related to each other and have a negative association (Al Arkoubi)[18]. Previous studies show a great effect on turnover intention due to organizational commitment and there is a negative relation between them (Lin and Chen, 2004a; Susskind; Van Breukelen)[19].

POS can be defined as the overall extent to which employees believe that their organization values their contribution and cares about their well-bein. There has

been limited investigation of the relationship between POS and intention to leave and work that is more empirical has been called for (Griffeth)[20].

Junak, Jessica A. (2007)[21], explored the effect of POS on turnover intention through job satisfaction and affective commitment.

David Dawley[22], Job fit partially mediates the relationship between Perceived Supervisor Support and Perceived Organizational Support, and that personal sacrifice partially mediates the relationship between POS and turnover intention.

Chris Perryer, Catherine Jordan, Ian Firns, Antonio Travaglione, (2010)[23], the interaction between POS and organizational commitment was a significant predictor of turnover intention. Employees with low levels of commitment, but high levels of support from the organization, are less likely to leave the organization.

Purpose of the Study

The purpose of the study is to identify the consequence of perceived organization support, job satisfaction and organization commitment towards turnover intentions of IT professionals working in the leading IT organizations at Chennai city.

Hypothesis

1. POS will be positively related to job satisfaction.

2. POS will be positively related to organizational commitment.

3. Job satisfaction will be negatively related to turnover intention.

4. Organizational commitment will be negatively related to turnover intentions.

Research Methodology

Population, Sample Technique and Sample Size

The top Five IT organizations in Chennai were considered as the population for the study. The middle level employees working in the selected organization for more than 36 months were considered as the sample unit. The selected employees are invited to complete a structured questionnaire designed to understand and provide data for turnover intentions. A total of 768 usable responses were returned, yielding a response rate of 68percent. Hence the population for the study is 1130 and the sample size is 675 by adopting Purposive Sampling Technique.

Data collection tool and Measures

The study is descriptive and quantitative in nature. The study consists of both primary and secondary data. Primary data are collected with the aid of structured questionnaire by survey method. Secondary data are gathered from the sources of company manuals, books, journals and URLs. The questionnaire consists of two parts. Part one is related to the study, which consists of eight dimensions. The second part consists of personal data of the respondents.

Perceived organizational support

Eisenberger (1986) operationalized POS in a 12-item instrument known as the survey of POS. The instrument was designed to assess the extent to which employees formed and held a global view of POS in their organizations. Full version of scale was not considered in the study. Few questions were deleted to get the higher Cronbach's value. During pilot study few questions were found to have similar responses. Those questions were dropped and concluded with 9 questions in this dimension perceived organization support. The study was used with structured survey questionnaire with a five – point Likert-type scaling range from 1 (strongly Agree) to 5 (Strongly Disagree). To predict the level of perceived organization support few work related factors were considered like stressor (Work Exhaustion, Role Ambiguity, Role Conflict), supervisor relationship, compensation and accommodation.

Organizational commitment

Organizational commitment was measured using the scale developed by Mowday and Porter (1979). The internal consistency estimate (alpha coefficient) of the organizational commitment scale is .797 in the present study. During pilot study few questions were found to have similar responses. Those questions were dropped and concluded with 7 questions in this dimension organization commitment. This dimension also used with five – point Likert-type scaling range from 1 (strongly Agree) to 5 (Strongly Disagree).

Job Satisfaction

Job satisfaction can be measured as a summation of the perception of satisfaction individuals derive from the facets of a job, or as an overall evaluation of the entire job. Hence, job satisfaction is defined as an affective evaluation of the overall job situation without reference to the various facets of the job. When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007). The scale contains five items taken from the work of Hackman & Oldham (1980).

Turnover intentions

Turnover intention was measured with four items adapted from Moore (2000). A five-point response scale was employed (1 ="strongly agree", to 5 ="strongly disagree") for all items. This dimension also uses five – point Likert-type scaling with reverse coding.

Statistical Analysis

The collected data was coded, tabulated and analysed with the help of packages SPSS (V.20)

To attain reliability and convergent validity the study should attain CR > 0.7 (reliability), CR > (AVE) and AVE > 0.5 (Convergent Validity). The Composite reliability in the study is above .7, and all the Composite reliability values were higher than the average variance explained, the average variance explained were higher than .5. The analysis indicated that all dimensions were valid and reliable measures for their respective constructs. The convergent validity is achieved.

Factor Analysis

The confirmatory factor analysis is made to check the loadings weight (above.5 required) and Single-dimensionality, Variance explained (above .5 required), and KMO (above .5 required and the source adapted from for the initial item generation to develop conceptual framework. The results of the factor analysis are summarized in the table-3.

Analysis and Interpretations

The analysis and results of the personal characteristics is summarized in the table-4 which shows that 68% of the respondents are of the age group between 26 to 30 years, 69.5% of the respondents are males, 57% of the respondents are engineers and 43% of the respondents draw a monthly salary of Rs. 50000 to Rs. 70000.

Multiple Correlations

Perceived Organizational Support Vs Job Satisfaction & Organizational Commitment

Correlation analysis was conducted to study the correlation between the perceived organizational support of the employees and the mediators such as job satisfaction and organizational commitment.

From table-5 it is evident that the correlation between perceived organization support and the mediators such as job satisfaction and organizational commitment was

0.579, and 0.635 respectively which shows positive correlation and was significant at (.000) level of significance.

Turnover Intention Vs Perceived Organization Support, Job Satisfaction, Organizational & Turnover Intention

Correlation analysis was conducted to study the correlation between the turnover intention of the employees and the perceived organizational support, job satisfaction and organizational commitment.

From table-6 it is evident that the correlation between turnover intention and perceived organization support, job satisfaction and organizational commitment was -.438, -.342 and -.345 respectively which shows mild negative correlation and was significant at (.000) level of significance.

Multiple Regressions

Multiple regression analysis was done to predict the value of turnover intention based on the value of three other variables such as Perceived Organization Support, Job Satisfaction, Organizational and Turnover Intention.

Dependent Variable: Turnover Intention

The model summary table shows R-Square for this model is .212. This means that 21.2 percent of the variation in Turnover Intention (dependent variable) can be explained from the 3 independent variables. The table also shows the adjusted R-square for the model as .209. The F ratio = 68.689.

The statistical significance is .000 - the "Sig". There is relationship between independent and dependent variables.

Table 1: Measures

S. No	Dimensions	Source	Variables Type
1.	Perceived Organizational Support	Input	Independent
2	Job Satisfaction	Mediating	Independent
3.	Organizational Commitment	Mediating	Independent
4.	Turnover Intention	Out put	Dependent

Table 2: Quality Criteria

Dimensions	AVE	Composite Reliability	Cronbach's Alpha
Perceived organizational support	0.507429	0.900163	0.874196
Job satisfaction	0.693681	0.871618	0.779140
Organizational commitment	0.476490	0.852839	0.797005
Turnover intention	0.610838	0.861768	0.790954

Table 3: Confirmatory Factor Analysis

Dimensions	Construct	Loadings	Variance Explained	KMO & Bartlett's Test
	Perceived Organizational Support			
POS 1	Cares about my opinions	0.719	64.174	0.854 & 0.000
POS 2	Cares about general satisfaction at work	0.824		
POS 3	Cares about well-being	0.804		
POS 4	Consider my goals and values	0.753		
POS 5	Management would fail to notice a job best done.	0.553		
POS 6	Take pride in my accomplishments	0.704		
POS 7	Shows very little concern.	0.728		
POS 8	Render help to perform job to the best of my ability	0.761		
POS 9	Help is available from management	0.748		
	Job Satisfaction			
JS 1	Satisfied with this job	0.85	69.383	0.698 & 0.000
JS 2	Satisfied with the kind of work	0.81		
JS 3	Contented with my position	0.838		
	Organizational Commitment			
OC 1	Willing to put in a great deal of effort.	0.593	63.246	0.821 & 0.000
OC 2	Care about the fate of the organization.	0.908		
OC 3	Glad to choose the organization.	0.804		
OC 4	Talk to friends about the organization	0.697		
OC 5	Proud to tell others	0.749		
OC 6	Common individual and organization values	0.802		
OC 7	Best of all possible organizations to work	0.775		
	Turnover Intention			
TI 1	Work in the organization for five years from now	0.694	61.831	0.739& 0.000
TI 2	Look for a job next year	0.743		
TI 3	Possibility of working with the company next year	0.851		
TI 4	Steps during the next year to secure a job at a different company	0.845		

Table 4: Result of Personal Characteristics

Characteristics		N = 768	Percentage
Age	Below 25 Years	54	7
	26 - 30 Years	522	68
	31 - 35 Years	168	21.9
	36 - 40 Years	24	3.1
Gender	Male	534	69.5
	Female	234	30.5
Educational Qualification	BE or B.Tech & MBA	84	10.9
	BE or B.Tech	354	46.1
	MCA	216	28.1
	Others	114	14.8
Monthly Income	Below Rs. 50,000	210	27.3
	Rs. 50,001 to 70,000	336	43.8
	Rs. 70,001 to 90,000	156	20.3
	Rs 90,001 to 1,10,000	24	3.1
	Above Rs 1,10,001	42	5.5

Table 5: Turnover Intention Vs Perceived Organization Support, Job Satisfaction, Organizational & Turnover Intention

		Job Satisfaction	Organizational Commitment	Perceived Organization Support
Perceived Organization Support	Pearson Correlation	0.579	0.635	1
	Sig. (2-tailed)	.000	.000	
	N	768	768	768

**. Correlation is significant at the 0.01 level (2-tailed).

Table 6: Turnover Intention

		Perceived Organization Support	Job Satisfaction	Organizational Commitment	Turnover Intention
Turnover Intention	Pearson Correlation	-.438**	-.342**	-.345**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	768	768	768	768

**. Correlation is significant at the 0.01 level (2-tailed).

Table 7: R Square value

Model	R	R Square	Adjusted	F	Std. Error of the Estimate
1	0.461	0.212	0.209	68.689	0.712

Predictors: (Constant), Organizational Commitment, Job Satisfaction, Perceived Organization Support

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.697	0.163		28.799	0		
Perceived Organization Support	-0.363	0.048	-0.318	-7.553	0	0.582	1.72
Job Satisfaction	-0.091	0.041	-0.092	-2.224	0.026	0.596	1.679
Organizational Commitment	-0.151	0.051	-0.12	-2.96	0.003	0.625	1.601

Dependent Variable: Turnover Intention

The standardized coefficient beta column reveals that Perceived Organization Support has a beta coefficient **-.318**, which is significant (.000). Job Satisfaction has a beta coefficient **-.092**, which is significant (.026). Organizational Commitment has a beta coefficient **-.120,** which is significant (.003).

To assess multicollinearity we look at the size of Tolerance and VIF. For the tolerance small value indicate the absence of collinearity. The VIF is the inverse of tolerance, it looks for large values. If the tolerance value is smaller then .10, it is concluded that multicollinearity is a problem. Similarly, if the VIF is 5 or larger, then multicollinearity is a problem. Since the tolerance value is substantially above .10 and the VIF is smaller than 5, conclude that multicollineaity among the independent variable is not a problem.

Turnover Intention = .163 -.318 (Perceived Organization Support) -.092 (Job Satisfaction)-.120 (Organizational Commitment) + .712 (Ave.Error)

CONCLUSION

The study was conducted to test the impact of Perceived Organizational Support, Job satisfaction and organizational commitment on turnover intentions of the middle level employees in IT sector.

The results also prove that the mediating dimensions Job Satisfaction and Organization Commitment are the strong predictors of turnover intentions. POS positively correlate with the two mediating variables such as Job Satisfaction and Organization Commitment. Also the turnover intentions negatively correlated with the variables Job Satisfaction and Organization Commitment. Finally the results may help IT employers in reducing the costs associated with recruitment and retention of middle level employees.

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