



Impacts of Supervisor Support on Turnover Intentions: Mediating Role of Job Satisfaction

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Authors' contributions

This work was carried out in collaboration among all authors. Author SI designed the study, performed the statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Authors TH and SA managed the analyses of the study and prepared second draft of the manuscript. Author UA managed the literature searches. Author FNA proofread the final manuscript. All authors read and approved the final manuscript.

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ABSTRACT

Skilled employees plays a key role in any organization's success. Loosing talented employees negatively impacts the functioning of the organizations. In the fierce competition age human resource managers strive for retaining the employees for longer duration to maximize their potentials. This study focuses on finding the direct path effects of supervisor support and job satisfaction on employee turnover intentions; and indirect path effect of job satisfaction between the relationship of supervisor support and turnover intention. The study implied the quantitative approach using a questionnaire data collection method. 200 questionnaires were distributed mostly among the manufacturing firms' employees following simple random sampling technique. 173 validated responses were further analyzed in Smart-PLS through multiple tests and PLS structured equation modeling technique. The findings revealed positive and significant relationships among the direct path relationships of supervisor support and turnover intention, supervisor support and job satisfaction and job satisfaction and turnover intention. Moreover, indirect path relationship of job

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satisfaction between the relationship of supervisor support and turnover intention was also positive and significant. This study has substantial implications for manufacturing firms to develop supervisor support strategies to enhance employee retention by reducing turnover.

Keywords: Supervisor support; turnover intention; job satisfaction.

1. INTRODUCTION

In the modern world of business, managing employee turnover intentions remain a challenging task for firms. Nowadays, firms struggle to optimize intension and reducing turnover [1]. Human resource management strategies play a significant role in the reduction of turnover intentions. For instance, supervisors' support reduces turnover intentions [2]. Supervisor support enhances the level of satisfaction of the employee and decreases turnover intention in the result. Related to social exchange theory studies suggest positive effects of supervisor support on employees' behavioral and attitudinal output [3]. Also, supervisor support effects performance and job satisfaction of employees. This study examines the effects of supervisor behavior on turnover intention and job satisfaction.

Similarly, job satisfaction is another essential construct positively predicting turnover intentions [4]. Satisfied employees tend to stay with the organization longer than the others. A study by [5] indicated that employees' job satisfaction depends on the work environment and demographic characteristics, and job satisfaction highly correlates with turnover intention. Studies suggest that several interlinked factors such as corporate ethical values and group creativity enhances job satisfaction, whereas job satisfaction decreases the turnover intentions [6]. Previous studies have examined the role of job satisfaction towards turnover intentions along with several factors such as worker motivation [7], indirect effects of human resource information systems on turnover intention through job satisfaction [8], interactive effects of positive mood, value attainment and job satisfaction concerning turnover intention [9], and many other factors. However, this study proposes the direct and indirect effects of job satisfaction on turnover intentions.

The purpose of this study was to extend the knowledge of turnover intention by examining the effects of supervisor support as an antecedent variable. Supervisor support is defined as "the level to which employees recognize that their

supervisor is affording support and encouragement for work performance and concerns of employees" [10]. We propose that supervisor support is one of the significant determinants of turnover intention. Furthermore, job satisfaction plays a significant role in the relationship between supervisory behavior and turnover intention. Supervisor behavior and job satisfaction impacts turnover intentions positively [1,3]. The positive relationship between these three constructs is highly effective for organizational competitive advantage in the modern business environment. Thus, this study contributes to the existing literature of supervisor support and turnover intention. This study also has practical implications for the manufacturing firms to apply supervisor support strategies to enhance intentions to reduce turnover.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Turnover Intention (TI)

The turnover intention has been considered a significant organizational issue in human resource research. It is considered a strong predictor of firms' financial performance [5]. Turnover results in higher costs and many other adverse effects on the firms [11]. Skilled employees are critical assets of organizations and losing them will cause disturbed organizational operations, administration and service delivery [12]. Several potential antecedents of employee turnover were studied in past research such as job satisfaction, demographic characteristics, turnover intentions and work environment [13]. Turnover intention has been considered as a final move of employees to make an actual decision to leave [14,15]. Turnover intention refers to the behavioral intention of the employee to leave as per the planned behavior framework by [16]. Furthermore, it is defined as the extent to which the employee intends to leave the organization [17]. A more concise definition describes that turnover intention is "the conscious and deliberate willfulness to leave the organization" [18].

2.2 Supervisor Support (SS)

Supervisor support plays a significant role in organizational effectiveness in multiple industries [19]. Supervisor support refers to the level of acknowledgment of employees that their supervisor is supportive and encouraging towards their concerns and performance [10]. Supervisors' supportive behavior stimulates employees' supportive behavior which ultimately optimizes the firms' corporate goals [20]. Scholars have examined the significant relationship between training programs and supervisor behavior towards turnover intentions [1]. Perceived supervisor support also plays a vital role in enhancing intentions and reducing turnover [21,22,23]. Supervisory support requires attention concerning employee turnover intentions [24]. Not only positive but negative behavior of supervisors such as abusive behavior negatively enhance turnover intentions [25]. Supportive management including organizational and supervisor support and work-life balance effects were also found indirectly related to employee health and turnover intention [26].

Furthermore, the supervisor has a considerable impact on subordinates' job satisfaction. Supervisors' concern towards well-being, feelings and performance plays a significant role in increasing employees' job satisfaction [27]. A higher level of job satisfaction was examined in the employees with supportive supervisor behavior as compared to those with less supportive supervisor behavior [28]. Supervisory support was examined as a useful tool to enhance employee well-being, organizational commitment and job satisfaction in employees. The task-oriented and person-oriented behavior of supervisors affects the turnover intentions deploying a structural turnover model [29]. Thus, we propose in this study:

- H1: Supervisor support positively and significantly affects turnover intention.
- H2: Supervisor support positively and significantly affects job satisfaction.

2.3 Job Satisfaction (JS)

Job satisfaction plays a critical role in turnover intentions. Supervisors consider job satisfaction very important based on the fact the organizations have obligations to offer challenging and rewarding jobs [30]. Job satisfaction refers to the "individual's positive emotional reaction to a particular job" [31]. Job satisfaction has an enormous impact on turnover intentions [32,33]. Job satisfaction directly affects the turnover intentions and indirectly influences the turnover [34]. A study examined job satisfaction's positive effects on reducing turnover intention in Ghana's health workers [7]. Work environment enhances the job satisfaction level in the employee which directly affects employees' leaving intents [5]. Albeit job satisfaction has a definite direct link with the leaving intentions, it also has indirect effects on turnover intentions as a mediating variable. Past research has examined job satisfaction as a mediating construct between the relationship of work environment and turnover intent [5], between perceived supervisor support and turnover intent [22] and between the relationship of attitudes towards human resource information systems and turnover intentions [8]. Studies also found that burnout and job satisfaction positively mediates between the relationship of supervisory support and turnover intentions [35]. Studies also found job satisfaction as a positive mediator between managerial coaching and job performance [36]. Based on the functional effects of job satisfaction discussed in the literature, we propose in this study that job satisfaction has both direct effects on turnover intention and indirect effects between the relationship of supervisor support and turnover intentions. Based on the discussion above, we propose the research framework in Fig. 1.

- H3: Job satisfaction positively and significantly affects turnover intention.
- H4: Job satisfaction positively and significantly mediates between the relationship of supervisor support and turnover intention.

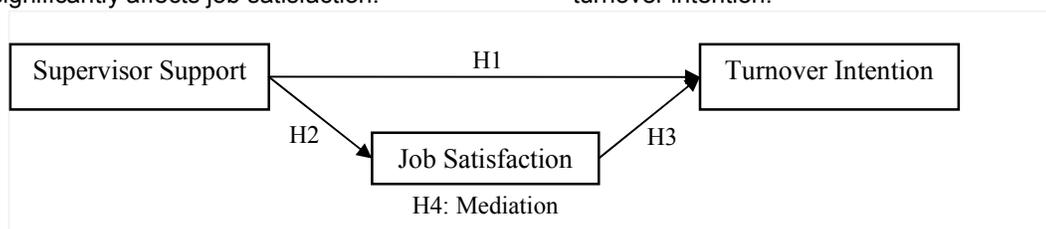


Fig. 1. Research framework

3. METHODOLOGY

This study focuses on finding the direct effects of supervisor support and job satisfaction on turnover intention and indirect effects of job satisfaction between the relationship of supervisor support and turnover intent. This study implied the quantitative approach utilizing a questionnaire as a data collection tool. The population of this study involves the manufacturing firms in Pakistan. The data were collected using a simple random sampling technique. A total of 200 questionnaires were distributed randomly, and 173 usable questionnaires were received back. Questions were based on a 5 point Likert scale. Smart-PLS analyzed the data.

3.1 Measures

This study adopted the measures of constructs from the previous studies found in the literature. Turnover intention was measured with three items scale adopted from Bozeman and Perrewé's study [37]. Job satisfaction was measured by Spector et al. [38] three items scale. Moreover, supervisor support was measured by Greenhaus et al. [39] three items scale.

4. RESULTS

4.1 Reliability and Validity

Individual Item reliability: Individual item reliability is suggested to be determined by outer loadings [40,41,42]. Scholars have suggested that outer loading should fall within 0.40 to 0.70 [34]. All the individual item loadings in this study

met the rule of thumb (0.567 or more, see Table 1).

Composite reliability (CR): Past studies suggest that CR or internal consistency reliability should be above or equal to 0.7 [43,44]. CR for all the constructs in this study met the threshold (0.912 or more, see Table 1).

Convergent validity (AVE): Past studies suggested that average variance extracted should be considered to measure the convergent validity, such as [45]. The researcher suggests that AVE should be 0.50 minimum or more. This study met the rule of thumb by [46] (0.631 or more, see Table 1).

Cronbach alpha (CA): Past research suggests the rule of thumb for CA to be within 0.70-0.90. The present study meets the rule of thumb. (0.821 or more, see Table 1).

4.2 Assessment of Structural Model

Collinearity issue of structured model: VIF values of all the constructs assess collinearity issues in structured model. According to the scholars [47,48], the common method bias (VIF) value should be lower or equal to 3.30. This study met the rule of thumb (see Table 2).

Coefficient of determination (R²): R² represents the variance in the independent variable by independent constructs [49,50]. Scholars argue that in PLS structured equation modeling values of R² are depicted as 0.60 substantial, 0.33 moderate, and 0.19 weak [46]. This study meets the rule of thumb with a substantial effect of the predictor on turnover intention, as suggested by [46].

Table 1. Measurement model

Construct	Item code	Loading	P-value	CA	CR	AVE
Supervisory support (SS)	SS1	0.855	<0.000	0.867	0.912	0.653
	SS2	0.763	<0.000			
	SS3	0.787	<0.000			
Job Satisfaction (JS)	JS1	0.821	<0.000	0.941	0.933	0.631
	JS2	0.832	<0.000			
	JS3	0.923	<0.000			
Turnover Intention (TI)	TI1	0.567	<0.000	0.911	0.941	0.637
	TI2	0.812	<0.000			
	TI3	0.883	<0.000			

The Predictive Relevance (Q²) Effect Sizes: The size of the effect of latent variables was assessed through cross-validated redundancy Q² [51,52]. The predictive relevance that exists in the model of the value of Q² is higher than zero is considered as the existence of predictive relevance in the model [46]. The present study met the rule of thumb (see Table 2).

The effect Sizes F²: in the present study, all the values of F² are higher than 0.02. This study met the rule of thumb (see Table 2).

4.3 Descriptive Statistics and Correlation

Results show that all the constructs have positive and significant relationships for instance, supervisor support and turnover intention have a positive relationship (0.487), supervisor support and job satisfaction have positive relation (0.367), and job satisfaction and turnover intention have significant relation (0.719). Most of the respondents of the survey were from

manufacturing industry firms. Table 3 presents the descriptive statistics of the respondents categorized into gender, age, experience and industry.

4.4 Regression Analysis

This study used the standard bootstrapping technique to analyze the 173 responses to examine the relationships of the proposed hypothesis [38]. Results show that hypothesis 1 (H1) has a positive relationship among supervisor support and turnover intention with $\beta = 0.233, t = 4.183, p < 0.05$ (see Table 4). Hypothesis 2 (H2) shows positive and significant impacts of supervisor support on job satisfaction with $\beta = 0.367, t = 6.312, p < 0.05$ (see Table 4). Hypothesis 3 (H3) also showed a positive and significant impact of job satisfaction on turnover intentions with $\beta = 0.710, t = 16.463, p < 0.05$ (see Table 4). Moreover, this study also found the positive and significant mediating role of job satisfaction between the relationship of

Table 2. Structured model results

Construct	Q Square (Q ²)	R Square (R ²)	R Square Adjusted	Common method bias (VIF)	f Square (F ²)
TI	0.3	0.663	0.658	1.14	0.133

Table 3. Descriptive statistics

Controls		Variance
Gender	Male	112 64.70%
	Female	61 35.30%
Industry	Manufacturing	137 79.20%
	High-Tech	15 8.70%
	Construction	8 4.60%
	Services	13 7.50%
Experience	1-5 Years	57 32.90%
	6-10 Years	51 29.50%
	11-15 Years	27 15.60%
	<15 Years	38 22%
Age	20-30 Years	46 26.60%
	31-40 Years	51 29.50%
	41-50 Years	37 21.40%
	<50 Years	39 22.50%

Table 4. Hypothesis constructs

Effect	Relationships	Beta	Mean	SD	t-value	p-value	Decision
<i>Direct</i>							
H1	SS → TI	0.233	0.225	0.053	4.183	0.000*	Supported
H2	SS → JS	0.367	0.359	0.057	6.312	0.000*	Supported
H3	JS → TI	0.710	0.702	0.033	16.463	0.000*	Supported
H4	SS → JS → TI	0.263	0.255	0.039	6.187	0.000*	Supported

Note: * p-value < 0.05, ** p-value < 0.1

supervisor support and turnover intention with $\beta = 0.263$, $t = 6.187$, $p < 0.05$ (see Table 4). Thus, the results validate the model and positive relationships in all the constructs.

5. DISCUSSION AND CONCLUSION

The objectives of this study were to find out the reasons for the turnover intention of the employee. The study proposed that the supervisor's support plays a critical role in this regard. Past studies showed that positive supervisor support enhances intentions and reduces turnover in firms as compared to those who do not have positive supervisor support. This study validates that in manufacturing firms of Pakistan, supervisor support plays a significant role in reducing turnover intentions of employees and the results are consistent with the past studies [1,21-26]. Secondly, this study aimed at finding the effects of supervisor support on job satisfaction of employees. Supportive behavior of employees motivates and encourages employees to perform their responsibilities and stay longer at the organizations. This study validates the proposed relationship that positive supervisor support significantly predicts job satisfaction of employees. The results are consistent with past studies [27-29].

Similarly, the turnover intentions are also significantly influenced by job satisfaction. It is evident from past studies that if an employee feels satisfied with their jobs, they will tend to stay longer at their organizations. The results of this study validate the relationship consistent with past research [7,32-34]. Finally, this study validates that if there is a definite direct link between supervisor support and turnover intention, supervisor support and job satisfaction, job satisfaction and turnover intention, then the indirect effects of job satisfaction between the relationship of supervisor support and turnover intention are positive and significant. The study validates the relationship consistent with past studies [5,8,22,35,36].

6. PRACTICAL IMPLICATIONS AND FUTURE RESEARCH DIRECTIONS

The fundamental objective of the study were achieved and the study validates that the predictors enhance the intentions and reduces the turnover in the firms. The study finds out that job satisfaction mediates between the relationship between supervisor support and

turnover intentions. Future research can focus on other potential mediators such as trust, organizational commitment, organizational citizenship behavior and quality of work environment. Moreover, the moderator effects of the said variables could also be examined in future research. The present study has beneficial implications for the manufacturing firms to design the policies regarding supervisor support programs, training and strategies. This study shows that supervisor support and job satisfaction have a substantial influence on the turnover intentions of the employees. Firms can enhance the staying intentions of their employee in light of this study. Furthermore, this study is also helpful for other cultural and demographics contexts to reduce the turnover intentions in the staff. This study adds the existing knowledge of the chosen constructs.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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