Effects of Perceived Organizational Support and Turnover Intention Toward Employees Performance in Telecommunication Company

Romat Saragih, Alex Winarno, Nabila Rifqayani Ilham
School of Communication and Business Telkom University
saragih@telkomuniversity.ac.id, nabilarifqayani@student.telkomuniversity.ac.id,
winarno@telkomuniversity.ac.id

Abstract

This study was undertaken to examine the Influence of Perceived Organizational Support and Turnover Intention on Employee Performance in a Telecommunications Firm. The study employed descriptive and causal quantitative research. The sample was picked based on non-random criteria, also known as non-probability sampling, whereas the sampling technique employed was purposive sampling. The data were descriptively evaluated, and the hypotheses were tested by regression analysis using SPSS version 26. Each indicator, perceived organizational support, turnover intention, and employee performance, has been proven to fall under the "good" category by the study. Additionally, the study demonstrates that both perceived organizational support and intention to leave have a considerable impact on employee performance when they are perceived concurrently and partially.

Keywords
Perceived organizational support, Turnover intention, Employee performance, Human resource, Human capital

1. Introduction
As a result of the fierce competition in the industrial sector, businesses are becoming more discerning in their selection of human resources. Due to the dynamic nature of the workplace, companies prioritize individuals who can work flexibly and in teams; therefore, individuals with capable behavior are required to lighten the workload of other team members, be interested in doing more work, avoid conflicts with coworkers, comply with regulations, and have a high tolerance for workplace disturbances that may occur (Fakhri et al., 2021).

Perceived organizational support is how much employees think their company appreciates what they do and cares about their well-being. It shows how employees and companies deal with each other (Eisenberger & Stinglhamber, 2011). How employees feel about their company's support depends on their willingness to reward their job participation and meet their need for praise and approval. HRM (human resources management) practices that focus on investing in employees, letting them take part in making decisions, and giving them chances to grow to make employees feel supported by their companies and like they're part of a social exchange relationship (Cunningham & Barbee, 2000). So, when perceived organizational support works well, employees are more likely to see their organizations as supportive and can be creative and increase employee performance. When employees think their companies are very supportive, they are more likely to show trust and confidence, which makes them more likely to come up with creative ideas and suggestions (Organ, 1997).

As these organizations are seen to accept failure and trial-and-error methods and encourage creativity and risk-taking, employees are more likely to feel psychologically safe taking the lead or being creative (Bedarkar & Pandita, 2014). Also, employees who get much organizational support are more likely to be in a good mood, which makes it easier for them to be creative. Also, they are more willing to talk to and interact with other people, which helps them learn more and come up with more creative ideas. They tend to be more interested in their work, which makes them enthusiastic about promoting creative ideas. On the other hand, employees who think their organizations aren't very supportive tend to think that their organizations don't value their creative contributions, so they don't try as hard to be creative (Ajzen, 1991).

Turnover intentions are employees' intentions to leave their jobs, while organizational commitment is how much an employee cares about the company he or she works for (Takase, 2010). Managers look for ways to keep their workers longer because they know turnover hurts a company's productivity. High turnover rates make the company's financial costs go up a lot, and will affect employee performance as well (Cohen et al., 2016). Therefore, this research explores how perceived organizational support and turnover intention affect employee performance.

2. Literature Review

HR management emphasizes how business strategy and human resource practice are linked. This can be done by setting up work processes or systems that can create value by using available human resources. Human resources are the most valuable thing an organization has. So, Human Resources (HR) management is needed for a business to perform well. Also, to effectively manage human resources, it's important to develop policies, follow best practices, and set up a system that affects employee behavior, attitudes, and performance. HR management can't be replaced, and managers at all levels must pay close attention to the HR they are in charge of to help the organization reach its goals (Ozbilgin, 2020).

2.1 Perceived Organizational Support

Social support has an important preventative and protective function that might lessen overall stress (Cunningham & Barbee, 2000). In the workplace context, social support is perceived organizational support and is considered the organization's commitment to its employees. It comprises two complementary dimensions: perceived support from colleagues and the supervisor. Other than socio-emotional support and empathy, the colleagues' perceived support consists of practical support and task-related knowledge (Rhoades & Eisenberger, 2002). The perceived supervisor support has been characterized as the employees' sense of how supportive and concerned their supervisors are for their well-being (Kurtessis et al., 2017). Empirical studies have established a positive relationship between coworker support, job satisfaction, and personal dedication. The support of coworkers can also positively improve working motivation.

Regarding supervisors' perceived support, a positive supervisor-employee connection can directly and positively affect job satisfaction. Indirectly, through the mediation of motivation, a good supervisor–collaborator relationship also enhances job satisfaction. The situational leadership style, characterized by the leader's horizontal relationship with individual employees to address their needs, stimulates the growth of employee motivation and performance and reduces stress levels (Sun, 2019).

2.2 Turnover Intention

The word turnover is associated with how an employee comes and goes in an organization. It is considered one of the most important organizational phenomena because it forces managers to be able to analyze, understand, and deal with its effects (Cho & Lewis, 2012). It is shown by a percentage relationship between new hires and reasons for leaving a company compared to the average number of employees during a certain period. This is true no matter what causes the flow. There are two types of turnover: involuntary and voluntary. When an organization doesn't cause the loss of human resources, it's important to figure out why people leave because it's important to keep the best ones. There are both good and bad effects of turnover on an organization, an individual, and society as a whole (Rahman & Nas, 2013). The organization is linked to the following consequences. The negative ones are the financial cost, the drop in productivity or effectiveness, the effect on social networks and communication, the loss of knowledge, and the drop in morale (Korunka et al., 2008).

2.3 Employee Performance

Performance refers to the acquisition of results that the company can achieve in a certain period of time, both profit-oriented and non-profit companies (Ozbilgin, 2020).
In measuring employees' performance, several dimensions can be used to measure performance (Figure 1).
a. Working Quantity; focusing on the total number of completed tasks.
b. Work quality focuses on the quality of each product or output from each complete duty.
c. Independence; focusing on how employees are able to finish their duties by themselves.
d. Initiative; focusing on the idea presented by the employee to finish their job.
e. Adaptability; the ability of employees to adjust to the situation.
f. Cooperation; how all employees can work together to complete organization goals.
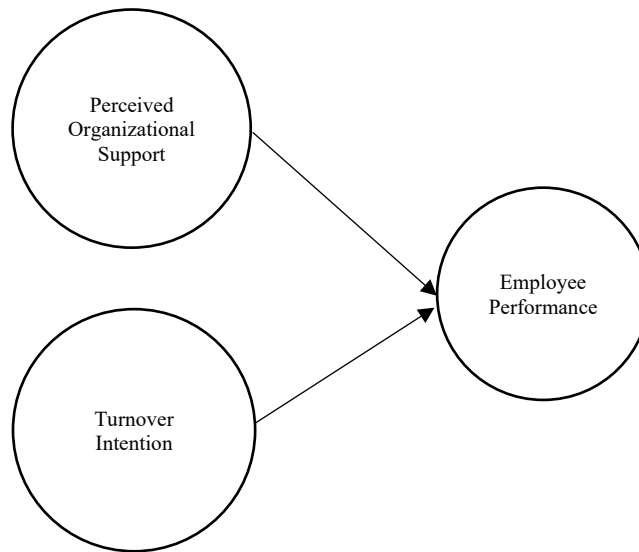
Research Framework

Figure 1. Research Framework

3. Research Method

The research uses a quantitative method with descriptive and causal research. Respondents are gathered, and the questionnaire is given to each one of them using google form. This research sample uses non-probability sampling, and the saturated sample technique is spread to ninety respondents. Data is processed using the SPSS program to analyze the data and utilize multiple regression and descriptive analysis to summarize the research.

4. Result and Discussion

4.1 Descriptive Results

Based on the responses of all respondents, the Perceived organizational support (X1) variable is included in the Good category with a value of 78.03 percent. The statement with the highest score for the variable Perceived organizational support is My manager also motivates me to expand my knowledge or develop my skills. The score of 80.56 percent places it in the Good category. I believe my employer knows me on an emotional level received the lowest score of 73.33 percent. Despite this score, the statement was classified as Good.

Based on the responses of all respondents, the Turnover intention variable (X2) falls into the high category with a value of 78.91 percent. The Turnover objective variable contains twelve statements. The factor with the highest score is my perception that the organization does not support my proposal. It received an 85,00 percent, which is really high. With a score of 71.89 percent, I feel the company's promotion opportunities are average. This is the statement with the lowest score. Nonetheless, this statement remains in the high category.

The variable employee performance (Y) has a value of 81.64 percent in the Good category, according to the responses of all respondents. If I always share knowledge with my colleagues received the highest score among the 10 employee performance statement items, 86.11 percent, placing it in the Very Good category. I am willing to work overtime if necessary is the statement with the lowest score, 74.56 percent. The statement remains in the Good category despite this score.

4.2 F-Test Result

The F-test was conducted to determine whether the existing independent variables simultaneously affect the dependent variable. The test results are presented in the form of a Table as follows in Table 1:

Table 1. F Test Value

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.573	2	6.787	26.531	.000b
	Residual	22.255	87	.256		
	Total	35.828	89			

The F value is 26.531 with a significance level of 0.000, as shown in Table 1. The F value is more than the value of Ftable (26,531 > 3,10), and the significance value is less than the level of precision (0.000 < 0.05), so H0 is rejected and H1 is approved. It implies that the Independent Variables consisting of Perceived organizational support and Turnover intention have a significant effect on Employee performance simultaneously.

4.3 T-Test Result

The T-test was conducted to determine whether each of the independent variables influenced the dependent variable. The test results are presented in the form of a table as follows in Table 2:

Table 2. T-test Value

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations
		B	Std. Error	Beta	t	Sig.	Zero-order
1	(Constant)	1.881	.359		5.245	.000	
	Perceived organizational support	.239	.096	.264	2.484	.015	.518
	Turnover Intention	.413	.105	.418	3.937	.000	.579

Table 2 shows that, since the t value for the variable Perceived organizational support (X1) is more than the t table value (2,484 > 1,988) and the significance value is less than the degree of accuracy (0.015 < 0.05), H0 is rejected. Thus, it may be inferred that Perceived organizational support (X1) partially has a substantial effect on Employee performance (Y). Since the Turnover intention Variable (X2) has a t value more than the t table (3.937 > 1.988) and a significance value less than the degree of precision (0.000 < 0.05), the null hypothesis (H0) is rejected. Thus, it can be inferred that the Turnover intention (X2) somewhat has a major effect on Employee performance (Y).

4.4 Coefficient Determination

The determinant Coefficient Test determines how well a model can explain the dependent variable. The closer the value of R2 to one, the better the regression results because it can be said that the independent variable is able to explain the dependent variable as a whole. The test results are presented in the form of a table as follows in Table 3:

Table 3. Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616a	.369	.355	.506

The R value is 0.616, and R Square (R2) is 0.369, as shown in Table 3. This value serves as a benchmark for determining the simultaneous influence of Perceived organizational support and Turnover intention on Employee performance. These results indicate the effect of the Independent Variables, consisting of Perceived organizational support and Turnover intention, on the Bound Variables, namely Employee performance; the effect is 36.9 percent, with the remaining 63.1 percent attributable to the influence of other factors not investigated in this study.

5. Conclusion

Based on the results of the study, it can be concluded that the perceived organizational support (X1) variable is included in the Good category. The turnover intention Variable (X2) is included in the high category. The variable employee performance (Y) is included in the Good category. The results of hypothesis testing indicate that perceived organizational support and turnover intention, either partially or simultaneously, have a significant effect on the dependent variable, namely employee performance.

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