

The Impact of Perceived Supervisor Support on Employees Turnover Intention: The Mediating Role of Job Satisfaction and Affective Organizational Commitment

¹Asma S. Alkhateri, ¹Abuelhassan E. Abuelhassan, ²Gamal S.A. Khalifa,

¹Mohammed Nusari and ¹Ali Ameen

¹Faculty of Busines and Accountancy,

²Faculty of Hospitality and Tourism, Lincoln University College (LUC), Selangor, Malaysia

Abstract: Drawing on leadership theory and social exchange theory, the study investigated the role of Perceived Supervisor Support (PSS), Job Satisfaction (JS) and Affective Organizational Behavior (AOC) on Employee Turnover Intention (ETI) among teachers in Ras-Al-Khaimah educational sector, UAE. The current study adopted SEM to test the study's hypothesis. A sample of 494 employees in the UAE educational sector was selected randomly. In this representative sample, a survey was carried out to find out the extent of PSS, JS and AOC influence on ETI. All the study's hypothesis were supported. PSS is significantly predicting JS, JS is significantly predicting AOC and AOC is significantly predicting employee turnover intention. As well as JS and AOC are significantly predicting employee turnover intention. The proposed model explained 40.6% of the variance in employee turnover intention. Finally, theoretical and managerial implications were discussed.

Key words: Perceived supervisor support, job satisfaction, affective organizational behavior, employee turnover intention, UAE

INTRODUCTION

In service industries such as the academic institutions, employee turnover has long been a major attention of academics (Li *et al.*, 2017), HR practitioners and managers because of the high costs related to drop efficacy and reduce productivity as well as the costs afforded by having to hire and train new staff (Wan and Chan, 2013; Chan *et al.*, 2015; Khalaf *et al.*, 2016; Zeffane and Bani Melhem, 2017). Turnover Intention (TI) develops gradually when workers are not satisfied with their works or attached to their association, foremost the workers to seek for other job chances and actual turnover will be unavoidable if they find a healthier chance (Bufquin *et al.*, 2017).

Lately and based on the augmented competition between service providers, along with large development in the service economy has constrained associations to focus greater attention on the nature and quality of services provided to customers (Hussein *et al.*, 2013; Khalifa and Hewedi, 2016; Abou-Shouk and Khalifa, 2017; Khalifa and Fawzy, 2017; Mohamud *et al.*, 2017). Service quality is mostly related to employee performance (Abd-Elaziz *et al.*, 2015; Khalifa and Fawzy, 2017). With increasing globalization and international competition, the importance of employing, retaining and handling resources that can help to rise competitiveness of establishments has become a critical issue in the achievement of service industries (Qoura and Khalifa,

2016; Agwa *et al.*, 2017; Li *et al.*, 2017; Kalgin *et al.*, 2018; Mohamed *et al.*, 2018). Establishment's competitive advantage is an outcome of employee's optimistic work attitudes and contributions (Podsakoff and Todor, 1985; MacKenzie *et al.*, 1991; Podsakoff and MacKenzie, 1997; Nusari *et al.*, 2018; Shamsi *et al.*, 2018) has fortified organizational researchers to comprehend and explain the motivational issues to increase employee's work attitudes (employee job satisfaction and affective organizational commitment) and to decline their intention to quit the organizations (Aryee *et al.*, 2002; Badran and Khalifa, 2016; Li *et al.*, 2017; Lim *et al.*, 2017; Zeffane and Bani Melhem, 2017; Mohamed *et al.*, 2018).

Research in the past decade has revealed that in supervisor employee relationships supervisor undermining behavior often coincides with supervisor support (Parker *et al.*, 2001; Zellars *et al.*, 2002; Yagil, 2006; Rooney and Gottlieb, 2007). For example, a supervisor may display hostility in reaction to poor staff performance and also offer guidance and support aiming to develop employee performance (Nahum-Shani *et al.*, 2014). Hence, increased attention was given to examining how this combination of supportive and undermining conduct affects employee consequences such employee job satisfaction, organizational commitment and turnover intention (Zellars *et al.*, 2002; Lim and Morris, 2006; Hobman *et al.*, 2009; Alkathiri *et al.*, 2018).

Numerous theories and models have been established and planned in the leadership employee

context in order to expect and describe employees conduct with service industry. Moreover, the social exchange theory (Emerson, 1976), other well-known theories and models exist including the Theory of Planned Action (TRA) (Ajzen and Fishbein, 1980), the Theory of Planned Behavior (TPB) (Ajzen, 1985, 2011), Self-determination theory (Gagne and Deci, 2005), the Behavioral Perspective Model (BPM) and the the Theory of Reasoned Action (TRA) (Ajzen and Fishbein, 1980). There are also empirical studies which have comprehensively examined the causal relationship among PSS and employee's TI behaviour (Porter *et al.*, 1974; Maertz Jr *et al.*, 2007; DeConinck and Johnson, 2009; Galletta *et al.*, 2011; Demirtas and Akdogan, 2015; Lim *et al.*, 2017; Zeffane and Bani Melhem, 2017). These theories and models have largely neglected the evaluation of PSS (Yagil, 2006; Rooney and Gottlieb, 2007) with the exception of TI by examining the effect of JS on AOC and actual experience which in turn influence PSS and TI.

There is also a contradiction in the results from some studies. For instance while some researchers found that PSS significantly affects TI (Maertz Jr *et al.*, 2007; DeConinck and Johnson, 2009; Nahum-Shani *et al.*, 2014; Li *et al.*, 2017; Lim *et al.*, 2017), others reported the insignificance of such a relationship (Newman *et al.*, 2011a). This shows that there may be other intervening variables depending on the context and application of the research. JS and AOC are seen as crucial factors decrease employee's turnover rates (Lim *et al.*, 2017). This study attempts to achieve the following research objectives; to examine the effect of in PSS on JS To examine the effect of JS on AOC. To examine the effect of AOC on TI. To investigate the role of JS and AOC as mediating variables in the relationship between PSS and TI.

Theoretical framework and hypothesis formulation

Perceived Supervisor Support (PSS): PSS is defined as employee's general views about the degree to which their supervisors value their contribution and care about their well-being (Casper *et al.*, 2011). Previous studies highlighted the important role of PSS in decreasing Employee Turnover Intention (ETI) (Maertz Jr *et al.*, 2007; DeConinck and Johnson, 2009; Galletta *et al.*, 2011; Newman *et al.*, 2011a, 2011b). However, lack research investigated the role of Employee Job Satisfaction (EJS) and Affective Organizational Commitment (AOC) in one research model to manage ETI.

Spector (1997) defines job satisfaction as an attitude reflecting how well people like or dislike their job. Job satisfaction can be measured using a multi-attribute approach or an overall rating of satisfaction (Spector, 1997; Kraut, 1998). An overall measure is generally taken

using the respondent's general perception of how satisfied they are with their job (Kraut, 1998; Mauryag Gunda, 2017). Churchill *et al.* (1976) study found that more than 40% of the variation in total job satisfaction among salespeople is explained by climates that include company policies and practices as well as supervisory behaviour (Churchill *et al.*, 1979; Teas and Horrell, 2015).

High employee satisfaction is important to managers who believe that "An organization has a responsibility to provide employees with jobs that are challenging and intrinsically rewarding" (Robbins, 2001; Nadiri and Tanova, 2010). Lee and Chang (2008) has defined job satisfaction as "individual's positive emotional reaction to particular job" (Jehangir *et al.*, 2011). Nadiri and Tanova (2010) show that employees with higher degree of trust will have higher levels of job satisfaction in the service industry (Jehangir *et al.*, 2011; Shaheen *et al.*, 2018). Job satisfaction can affect many other variables such as turnover intentions (Porter *et al.*, 1974; Lim *et al.*, 2017; Zeffane and Bani Melhem, 2017). Price and Mueller (1981) stated that job satisfaction has an indirect influence on turnover through its direct influence on formation of intent to leave. General Job satisfaction which refers to the degree to which an employee enjoys a job is not only a central job attitude and outcome variable in organizational behaviour (Little *et al.*, 2016a) but also a relevant outcome for LMX because leaders directly influence subordinate's experiences of their jobs (Dulebohn *et al.*, 2012; Little *et al.*, 2016b).

However, both EJS and AOC are considered as strong predictors of ETI. The former is linked to how an employee is satisfied with his/her current job, so, dissatisfied employee has great tenacity to quit the current workplace and tries to find other places with pleasant workplace conditions (Acker, 2018; Mullen *et al.*, 2018). While the later is related to what extent an employee associates his/her needs or goals with the current organizational goals in which this employee has identification with and emotional attachment to the company and in turn has desire to leave the workplace (Fazio *et al.*, 2017; Yurova *et al.*, 2017). Mentioned earlier that PSS has strong association with EJS and AOC, thus, the researcher suggests that both EJS and AOC may mediate the PSS-ETI relationship. Consequently, the following hypothesis is proposed:

- H_{1a} = PSS has a positive effect on JS
- H_{1b} = JS mediates the relationship among PSS and AOC
- H_{1c} = JS and AOC mediates the relationship among PSS and ETI

Employee Job Satisfaction (EJS): EJS can be considered as an “Employee’s evaluation of his/her job in terms of the achievement congruence between needs and values” (Ngodo, 2008; Zeinabadi and Salehi, 2011; Keskes, 2014). Job satisfaction is defined as “the extent to which individuals are satisfied with their jobs and how they feel about different aspects of their jobs” (Agho *et al.*, 1993; Chu *et al.*, 2003).

Job satisfaction has been increasingly portrayed as a combination of one’s cognitive beliefs and affective work experiences, e.g., (Judge *et al.*, 2001; Schleicher *et al.*, 2004), meaning that both cognitive evaluation and affective experiences may affect it. Carr *et al.* (2003) meta-analysis reported that both affective and instrumental facets of the work environment are important for job satisfaction (Kozlowski and Klein, 2000). This observation somewhat suggests that both affective trust and cognitive trust might incrementally explain job satisfaction. A recent meta-analysis (Kozlowski and Klein, 2000; Braun *et al.*, 2013) showed that cognitive trust correlated with job satisfaction but did not address the impact of affective trust on job satisfaction because a sufficient number of affective trust studies were not available (Dirks and Ferrin, 2002). On the other hand, trust across each of the two foci should explain some variance in job satisfaction. Because of its composite nature, overall job satisfaction is unlikely to be sufficiently explained by any single source or referent (Yang and Mossholder, 2010).

These results partially support a study by Colakoglu *et al.* (2010) and Tschopp *et al.* (2014) which demonstrated that perceived organizational support has a significant effect on job satisfaction as well as on affective, normative and continuous commitment. Thus, when employees perceive that their organization appreciates and values their contribution and cares about their well-being (Rhoades *et al.*, 2001; Tschopp *et al.*, 2014) such intangible elements of exchange between an employee and his or her organization have important consequences on employee’s job attitudes (Bufquin *et al.*, 2017).

Even though results are mixed, there is a significant evidence that OC is affected positively by JS (Brown and Peterson, 1993; Schwepker Jr, 2001). Workers who derive pleasure from their works are more expected to identify with and be involved in their association (Schwepker, 2001). As well as they are expected to have “a strong belief in and acceptance of the organization’s goals and values” (Porter *et al.*, 1974). Hence, the following hypothesis is proposed:

- $H_2 =$ JS has a positive effect on AOC

Affective Organizational Commitment (AOC): Organizational Commitment (OC) which refers to what extent the employee have desire to stay in the organization, OC has three forms of commitment including Affective Commitment (AC) Normative Commitment (NC) and Continuance Commitment (CC) (Meyer *et al.*, 1989; Allen and Meyer, 1996; Karim and Noor, 2017). The first one is Affective Commitment (AC) which refers that individual commitment to the organization is driven simply by identification with and emotional attachment to the organization (Allen and Meyer, 1996) is the current study’s interest. Given employee’s emotional bond to their organization (AC) has been considered an important determinant of dedication and loyalty (Porter *et al.*, 1974; Mowday, Allen and Meyer, 1996; Rhoades *et al.*, 2001). In agreement with this view, studies have found associations between sac and absenteeism, performance and turnover (Porter *et al.*, 1974; Meyer and Allen, 1984; Meyer *et al.*, 1989; Rhoades *et al.*, 2001; Karim and Noor, 2017) with turnover being most strongly related to AC (Allen and Meyer, 1996).

It has been proposed that commitment is a particularly powerful predictor in the turnover process because of its presumed sensitivity to the characteristics of the work environment (Aydogdu and Asikgil, 2011; Sabir *et al.*, 2012; Rehman *et al.*, 2013; Tarigan and Ariani, 2015; Lu *et al.*, 2016; Jang and Kandampully, 2018). That is the ties between the employee and the organization of which organizational commitment is an indicator, develop through exchange processes with the organization (Allen and Meyer, 1996). Hence, it is hypothesized as follows:

- $H_3 =$ AOC influences negatively on ETI

Employee Turnover Intention (ETI): Turnover continues to be a topic of interest among management researchers (Nadiri and Tanova, 2010). A meta-analyses on the determinants of turnover by Griffeth and Hom (1995), Hom and Griffeth (1995). Several studies have also studied both the magnitude and costs of turnover in the service industry (Porter *et al.*, 1982; Griffeth and Hom, 1995; Maertz *et al.*, 2007; Joo, 2010; Tschopp *et al.*, 2014). High turnover is generally acknowledged as one of the distinguishing features of the hotel and hospitality industry (Nadiri and Tanova, 2010; Manley, 1996; Deery, 2002; Cho *et al.*, 2006) underline the positive and negative effects of the high turnover rate in the service sector. Some researchers do not see employee turnover to be dysfunctional, however, at the organizational level there is strong evidence that higher turnover has replacement and recruitment costs (Manley, 1996; Deery, 2002. One

reason that a high rate of voluntary turnover is alarming for many managers is the fear that the employees with better skills and abilities will be those who are able to leave whereas those who remain will be those who cannot find other jobs (Nadiri and Tanova, 2010). Moreover, in the service industry one of the most crucial intangible costs is the loss of worker confidence for the employees who choose to stay with the organization. As a result, this can affect the level of service provided to the clients (Nadiri and Tanova, 2010).

MATERIALS AND METHODS

Overview of the proposed research model: For this study, the hypothesized variables and their relationships in the model have been derived from the available literature of the models and theories that have been prescribed in the literature mentioned above. The proposed model can be seen in Fig. 1. While examining the proposed model, it can be seen that JS and AOC along with PSS predicts employees turnover intention. These relationships are derived from (Li *et al.*, 2017) for PSS (Hackman and Oldham, 1975) for JS Allen and Meyer, 1996; Alkathiri *et al.*, 2018; Alkathiri *et al.*, 2018) for AOC and (Li *et al.*, 2017; Zeffane and Bani Melhem, 2017; Jang and Kandampully, 2018) for ETI. The proposed extended model examines the relationship between PSS, AOC and JS as antecedent variables that explain employee turnover as an output variable among teachers in from Ras-Al-Khaimah’s schools in the United Arab Emirates. The proposed model has five hypotheses to test.

Development of instrument: A 16-item questionnaire was developed for this study. Because the respondents were Arab-speaking, it was imperative that it be accurately translated from English to Arabic. Back translation was used in this study, a procedure commonly used in cross

cultural surveys to test the accuracy of the translation (Brislin, 1970). This study applied multi-item Likert scales which have been widely used in the questionnaire-based perception studies (Lee *et al.*, 2009). Unlike actual usage which is measured using a 7-point ranking scale, other variables are subjectively measured using the 7-point Liker scale with 7 being “Strongly Agree” and 1 being “Strongly Disagree”. For this study, a pre-testing was conducted with 50 teachers from Ras-Al-Khaimah State, UAE to resolve any ambiguity associated with wording or measurement. Then the items were pilot-tested to examine their internal consistency. Out of 560 surveys administered to 40 school in Ras-Al-Khaimah State, 494 employees were returned with complete and valid data. In the final questionnaire, all items had acceptable reliability, as the individual cronbach’s alpha coefficients of the constructs which ranged from 0.808-0.887 were all greater than the recommended value of 0.7 (Nunnally and Bernstein, 1994).

Data collection: Data collection was conducted using a self-administered paper questionnaire which was delivered “in-person” from April 2017 until August 2017 to Ras-Al-Khaimah State schools. The researcher investigated 40 schools out of 85 schools in Ras-Al-Khaimah State, UAE. The researcher distributed 560 questioners to the UAE public teachers with average 14 academic Staff for each school; the valid questionnaires received by the researcher are 494 questionnaires by responding rate is 88.21%. The final sample size was considered as adequate (Krejcie and Morgan, 1970; Tabachnick and Fidell, 2012). The 88.21% response rate is considered very good (Cable and DeRue, 2002) and above average (Baruch and Holtom, 2008) by comparison with other studies found in the relevant literature. A total of 12 questionnaires were deleted of which 9 cases were removed due to missing data for more than 15% of the questions and 3 cases involving straight lining.

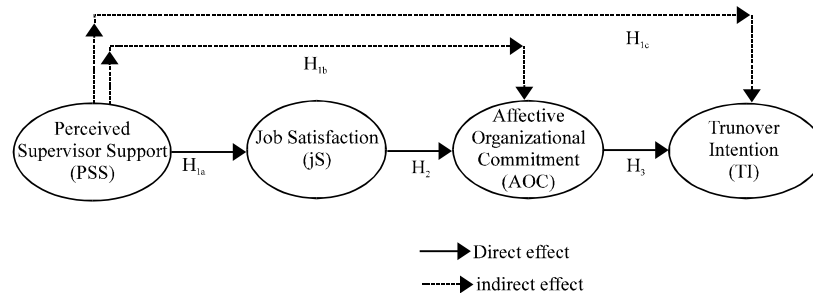


Fig. 1: Proposed research model

RESULTS AND DISCUSSION

Descriptive analysis: The responding sample (n = 494) consisted of 33.6% male and 64.4% female employees which refers that the majority of the UAE public and privet teachers are women. The majority ages of the participants range from 25-35 years old. As Table. 1 presents that 41.90% of the respondents were aged 25-35 years, 29.60% of teachers <25 years. The teacher’s educational level is limited by Diploma, Bachelor and postgraduate (10.30, 74.90 and 14.80, respectively). Surprisingly, the job tenure of the teachers reflects that the period that teachers stay at their work are very short. For instance, more than 60% of those teachers stay in their work <3 years Table 1.

Measurement model assessment: This study employed Structural Equation Modeling-Variance Based (SEM-VB) through Partial Least Squares (PLS) method to analyze the research model using the software of SmartPLS 3.0 (Ringle *et al.*, 2015). After the descriptive analysis, this study follows the two-stage analytical technique recommended by Anderson and Gerbing (1988) Hair *et al.* (2017), starts with the measurement model assessment (validity and reliability), followed by the structural model assessment (testing the hypothesized relationships). Schumacker and Lomax (2004); Hair *et al.* (2010) indicate that the two steps assessment procedure which includes measurement model and structural model has an advantage over the one step assessment procedure. According to Hair *et al.* (2017) measurement model specifies how each construct is measured while structural model specifies how the variables are related to each other in the structural model. The main reasons for choosing PLS as a statistical method for this study that for both measurement and structural model PLS offer simultaneous analysis which leads to more accurate estimates (Barclay *et al.*, 1995).

The assessment of measurement model was done through construct reliability as well as validity (including convergent and discriminant validity). For construct reliability, this study tested the individual cronbach’s alpha coefficients to measure the reliability of each of the core variables in the measurement model. The results indicate that all the individual cronbach’s alpha coefficients ranging from 0.808-0.887 were higher than the suggested value of 0.7 (Kannana and Tan, 2005; Nunnally and Bernstein, 1994). Additionally, for testing construct reliability all the Composite Reliability (CR) values ranging from 0.886-0.914>0.7 (Werts *et al.*, 1974; Kline, 2010; Gefen *et al.*, 2000) which adequately indicates

Table 1: Summary of demographic profile of respondents

Variables	Frequency	Valid (%)
Gender		
Male	176	33.60
Female	318	64.40
Age		
<25	146	29.60
25-35	207	41.90
36-45	95	19.20
Over than 45	46	09.30
Education		
Diploma	51	10.30
Bachelor	370	74.90
Post graduation	73	14.80
Tenure		
<1 year	101	20.40
1-3	210	42.50
4-7	89	18.00
9-11	66	13.40
More than 11	28	05.70

that construct reliability is fulfilled as shown in Table 2. Therefore, the achieved cronbach’s alpha and CR for all constructs were considered to be sufficiently error-free.

Factor loading was used to test indicator reliability. High loadings on a construct indicate that the associated indicators seem to have much in common which is captured by the construct (Hair *et al.*, 2017). Factor loadings >0.50 were considered to be very significant (Hair *et al.*, 2010). The loadings for all items exceeded the recommended value of 0.5 as shown in Table 2. The loading for all items in the model has therefore fulfilled all the requirements.

For testing convergent validity (the extent to which a measure correlates positively with alternative measures of the same construct), this study used the Average Variance Extracted (AVE) and it indicated that all AVE values were higher than the suggested value of 0.50 (Hair *et al.*, 2010) ranging from 0.641-0.724. The convergent validity for all constructs has been successfully fulfilled and adequate convergent validity exhibited as Table 2.

The discriminant validity (the degree to which items differentiate among constructs or measure distinct concepts) of the measurement model was checked using three criteria, namely cross-loadings, Fornell-Larcker and the HeteroTrait-Monotrait ratio (HTMT). According to (Hair *et al.*, 2017), the cross-loadings are typically the first approach to assess discriminant validity of the indicators. As shown in Table 3 the cross loading criterion fulfills the requirements because the indicators outer loadings on a construct were higher than all its cross-loadings with other constructs (bold values).

The results of discriminant validity by using the Fornell-Larcker criterion is shown in Table 4 where the square root of the AVEs on the diagonals as represented

Table 2: Mean, standard deviation, loading, cronbach's Alpha, CR and AVE

Constructs Item	Loading (>0.5)	M	SD	α (>0.7)	CR (>0.7)	Ave. (>0.5)
Perceived Supervisor Support (PSS)						
PSS1	0.832					
PSS2	0.829					
PSS3	0.865	4.388	0.798	0.869	0.910	0.717
PSS4	0.859					
Job Satisfaction (JS)						
JS1	0.873					
JS2	0.835	4.428	0.864	0.809	0.887	0.724
JS3	0.844					
Affective Organizational Commitment (AOC)						
AOC1	0.826					
AOC2	0.820					
AOC3	0.758	4.508	1.454	0.887	0.914	0.641
AOC4	0.752					
AOC5	0.816					
AOC6	0.827					
Turnover Intention (TI)						
TI1	0.870					
TI2	0.828	3.424	1.042	0.808	0.886	0.722
TI3	0.851					

M = Mean; SD = Standard Deviation, α = cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted; The measurement used is seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree); All the factor loadings of the individual items are statistically significant ($p < 0.01$)

Table 3: Results of discriminant validity by the cross loading

Parameters	AOC	JS	PSS	TI
AOC1	0.826	0.576	0.161	-0.448
AOC2	0.820	0.560	0.166	-0.480
AOC3	0.758	0.497	0.169	-0.481
AOC4	0.752	0.496	0.155	-0.448
AOC5	0.816	0.499	0.198	-0.538
AOC6	0.827	0.472	0.244	-0.648
JS1	0.571	0.873	0.190	-0.359
JS2	0.535	0.835	0.231	-0.397
JS3	0.538	0.844	0.161	-0.366
PSS1	0.181	0.153	0.832	-0.165
PSS2	0.200	0.198	0.829	-0.199
PSS3	0.187	0.213	0.865	-0.156
PSS4	0.207	0.200	0.859	-0.145
TI1	-0.568	-0.404	-0.199	0.870
TI2	-0.508	-0.367	-0.176	0.828
TI3	-0.546	-0.348	-0.123	0.851

PSS: Perceived Supervisor Support, JS: Jop Satisfaction, TI: Turnover Intention, AOC: Affective Organizational Commitment

Table 4: Results of discriminant validity by Fornell-Larcker criterion

Factors	1	2	3	4
AOC	0.800			
JS	0.645	0.851		
PSS	0.229	0.228	0.847	
TI	-0.637	-0.439	-0.196	0.850

Diagonals represent the square root of the average variance extracted while the other entries represent the correlations; PSS: Perceived Supervisor Support, JS: Jop Satisfaction, TI: Turnover Intention, AOC: Affective Organizational Commitment

Table 5: Results of discriminant validity by HTMT

Factors	1	2	3	4
	AOC	JS	PSS	TI
AOC				
JS	0.762			
PSS	0.258	0.268		
TI	0.748	0.543	0.234	

PSS: Perceived Supervisor Support, JS: Jop Satisfaction, TI: Turnover Intention, AOC: Affective Organizational Commitment

by the bolded values are higher than the correlations between constructs (corresponding row and column values). This indicates that the constructs are strongly related to their respective indicators compared to other constructs of the model (Fornell and Larcker, 1981; Chin, 1998a, b), thus, suggesting a good discriminant validity (Hair *et al.*, 2017a). In addition, the correlation between exogenous constructs < 0.85 (Awang, 2014). Hence, the discriminant validity of all constructs is fulfilled.

There has been some criticism of the Fornell-Larcker criterion, Henseler *et al.* (2015) mentioned that it does not accurately reveal the lack of discriminant validity in common research situations. They have proposed an alternative technique which is the Heterotrait-Monotrait ratio (HTMT) of correlations based on the multitrait-multimethod matrix. This study assesses discriminant validity through HTMT. While the discriminant validity has a problem when the HTMT value is greater than HTMT_{0.90} value of 0.90 (Gold *et al.*, 2001) or the HTMT_{0.85} value of 0.85 (Kline, 2010) all values as Table 5 shows were lower than the recommended value of 0.85 indicating that discriminant validity has been ascertained.

Structural model assessment: Hair *et al.* (2017) suggested assessing the structural model by looking at the beta (β), R^2 and the corresponding t-values via a bootstrapping procedure with a resample of 5,000. Moreover, they recommend reporting the effect sizes (f^2) as well as the predictive relevance (Q^2). As (Sullivan and Feinn, 2012) argue that the p-value determine whether the effect exists but it does not reveal the size of the effect.

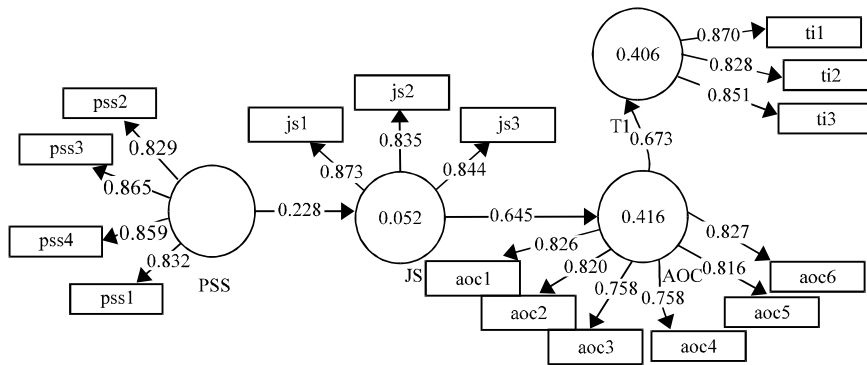


Fig. 2: PLS algorithm results PSS: (Perceived Supervisor Support; JS: Jop Satisfaction; TI: Turnover Intention; AOC: Affective organizational committment)

Table 6: Structural path analysis result

Hypothesis	Relationship	SB	SE	t-values	p-values	Decision	R ²	f ²	Q ²	VIF
H _{1a}	PSS ->JS	0.228	0.234	5.746	0.000	Supported	0.052	0.055	0.035	1.510
H ₂	JS ->AOC	0.645	0.648	21.942	0.000	Supported	0.416	0.711	0.249	1.075
H ₃	AOC ->TI	-0.637	-0.640	23.261	0.000	Supported	0.406	0.683	0.278	1.333

PSS: Perceived Supervisor Support, JS: Jop Satisfaction, TI: Turnover Intention, AOC: Affective Organizational Commitment

Hypothesis tests: The structural model assessment as shown in Fig. 2 and Table 6 provides the indication of the hypothesis tests with 3 out of the 3 hypothesis are supported. PSS, significantly predict JS. Hence, H_{1a} is accepted with ($\beta = 0.228, \pi = 5.746, p < 0.001$). JS, significantly predict OC. Hence, H₂ is accepted with ($\beta = 0.645, t = 21.942, p < 0.001$). AOC, significantly predict TI. Hence, H₃ is accepted with ($\beta = -0.637, t = 23.261, p < 0.001$). PSS, JS and AOC explaining 40.6% of the variance in employee performance. The R² values achieved an acceptable level of explanatory power as recommended by Cohen (1988) and Chin (1998a, b) indicating a substantial model.

This study also assessed effect sizes (f²). Effect size f² determines whether an exogenous latent construct has a substantial, moderate or weak impact on an endogenous latent construct (Gefen and Rigdon, 2011). Hair *et al.* (2017) recommend to test the change in the R² value. Cohen (1988) suggested a guideline measure the magnitude of the f² which is 0.35 (large effects), 0.15 (medium effects) and 0.02 (small effects). The result of f² as Table 4 shows that two relationship with large effect sizes and one relationships with medium effect sizes.

Further, by using the blindfolding procedure this study examined the power of research proposed model regarding the predictive relevance. As recommended by Hair *et al.* (2017) the blindfolding procedure should use only on the endogenous constructs with a reflective measurement. If the value of Q² is >0 then the predictive relevance of the proposed model exists for a certain endogenous construct (Fornell and Cha, 1994; Hair *et al.*, 2017). As Table 4 shows that all the values of Q²>0 indicate that there is an adequate predictive relevance for

the proposed model. For the Q² values, Hair *et al.* (2017) suggested values of 0.35 (large), 0.15 (medium) and 0.02 (small) as a relative measure of predictive relevance and the result of this study shows that the exogenous have medium predictive relevance.

An issue of the multicollinearity could exist in any study which is not desirable it means that the variance exogenous constructs explain in the endogenous construct are overlapping with each other and thus not each explaining unique variance in the endogenous variable (O'Brien, 2007). To measure and assess the degree of multicollinearity, Variance Inflation Factor (VIF) widely used (O'Brien, 2007). There is cause for concern when the largest VIF is >10 (Bowerman and O'Connell, 1990; Myers, 1990). According to Hair *et al.* (2017) a multicollinearity issue exists when the largest VIF>5. Table 5 shows multicollinearity diagnostic through VIF which indicates that there is no evidence of significant multicollinearity among the study exogenous constructs because all VIF values <5 ranging from 1.075-1.510. It means that the variance of exogenous constructs explains in the endogenous construct are not overlapping with each other.

Indirect hypothesis testing (Mediation assessment): To test the mediation hypothesis H_{1b} and H_{1c}, the Preacher and Hayes (2004, 2008) method of bootstrapping the indirect effect was applied:

- H₄ = JS mediates the relationship between PSS and AOC

Table 7: Bootstrapping the indirect effect of JS and AOC

Hypothesis	Relationship	SB	SE	t-values	p-values	Decision
H _{1b}	PSS ->JS ->AOC	0.147	0.026	5.655	0.000	Supported
H _{1c}	PSS ->JS ->AOC ->TI	-0.094	0.018	5.279	0.000	Supported

(Preacher and Hayes 2004, 2008); EPF: Employee Performance; Epr: Excellence Principles; EPC: Excellence Practices; Op: Organizational Productivity

The bootstrapping analysis showed that the indirect effect was significant with a t-value of 4.646 and p-value <0.001. Preacher and Hayes (2008) indicated that when the indirect impact of employee performance on organizational productivity through excellence principles with 95% Boot CI: [LL = 0.103, UL = 0.201] does not straddle a 0 in between this indicates there is mediation. Thus, we can conclude that the mediation effect is statistically significant, indicating that H_{1c} was also supported (Table 7):

- H_{1c} = JS and AOC mediate the relationship between PSS and TI

In the same way for hypothesis H₂, the bootstrapping analysis showed that the indirect effect was significant with a t-value of 5.279 and p-value <0.001. Preacher and Hayes (2008) indicated that when the indirect impact of employee performance on organizational productivity through excellence practices with 95% Boot CI: [LL = -0.134, UL = -0.065] does not straddle a 0 in between, this indicates there is mediation. Thus, we can conclude that the mediation effect is statistically significant, indicating that H₂ was also supported (Table 7).

Importance Performance Map Analysis (IPMA): This study ran an Importance-Performance Matrix Analysis (IPMA) as a post-hoc procedure in PLS using organizational performance as the outcome construct. The IPMA estimates the total effects represented by the importance of predecessor constructs in shaping the target construct (organizational performance) while their average latent variable scores represent their performance, the computation of the index values (performance scores) was accomplished by rescaling the latent constructs scores to a range of 100 (highest performance) down to 0 (lowest performance) (Hair *et al.*, 2017). According to Ringle and Sarstedt (2016) IPMA enriches the PLS analysis results. Instead of only analyzing the path coefficients (i.e., the importance dimension), it also takes into consideration the average value of the latent constructs and their indicators (i.e., performance dimension). Table 8 shows the findings of importance (total effects) and performance (index values) used for the IPMA.

As shown in Fig. 3 this study plotted the total effects scores and index values in a priority map. It can be observed that PSS is a very important factor in

Table 8: IPMA for Employee performance

Latent constructs	Total effect of the construct organizational productivity (Importance)	Index values (Performance)
Affective organizational Commitment (AOC)	-0.738	58.487
Job Satisfaction (JS) Perceived Supervisor Support (PSS)	-0.492	57.107
	-0.090	56.433

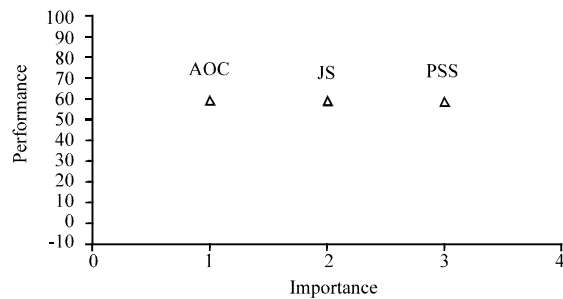


Fig. 3: IPMA (Priority Map) for employee turnover intention (ey: JS: Job Satisfaction, PSS: Perceived Supervisor Support, AOC: Affective Organizational Commitment)

determining the employee turnover intention due to its relatively higher importance value compared to other constructs in the proposed model. Nevertheless, the performance of this significant factor (PSS) lagged behind the AOC and JS. According to Hair *et al.* (2017). The goal of IPMA is to identify predecessors that have a relatively high importance for the target construct (i.e., those that have a strong total effect) but also a relatively low performance (i.e., low average latent variable scores), the aspects underlying these constructs represent potential areas of improvement that may receive high attention. In sum in order to decrease the employee turnover, the managerial activities should focus on enhancing the performance of PSS.

This study suggests that perceived supervisor support has a significant indirect impact on employee's turnover intention. PSS influences ETI indirectly through mediating variables of JS and AOC. Turnover intention correlates directly with AOC while correlates indirectly with PSS and JS. Hence, improved PSS will result in better JS and AOC which in turn reduces ETI. The recognition of JS and AOC as mediators in the relationship between PSS and ETI help the schools management of Ras-Al-Khaimah to develop appropriate strategies to improve PSS behaviours within the institutions. Based on

the proposed model, this study improves the understanding of the role played by AOC, JS and PSS in the employee turnover intention at schools in Ras-Al-Khaimah state, UAE and highlights relevant implications and suggestions for management and policy makers. The study found that PSS positively affect employee job satisfaction among teachers within the Ras-Al-Khaimah schools in the United Arab Emirates, this is supported by previous studies (Babin and Boles, 1996; Griffin *et al.*, 2001; Eisenberger *et al.*, 2002, 2014; Steinhart *et al.*, 2003; Darolia *et al.*, 2010; Hsu, 2011). It is explained by the fact in order to enhance PSS, schools management can create projects and activities to form confidence and trust between the followers. Teachers who trust the leaders and love their jobs are less inclined to have any potential to leave the school. Additionally, school's management should good example the essential organisational standards to help teachers to learn and disguise and to have feeling of involvement and accomplishment. Role modelling at the management level helps to gain respect and trust from the employees. PSS is a desirable supervisor behaviour which positively improves teacher's AOC and JS while indirectly reduce ETI.

Besides focusing on enhancing PSS, school's management should also pay attention to all antecedents of higher JS and higher AOC in order to reduce ETI. In order to achieve better commitment and engagement, school's management should help teachers to align their objectives to school's objectives by implementing management by objective strategy. Likewise, it was found that JS positively affect AOC among teachers within the Ras-Al-Khaimah Schools in the United Arab Emirates, this is supported by previous studies (Kraut, 1998; Janssen and Van Yperen, 2004; Ngodo, 2008; Zeinabadi and Salehi, 2011; Fu and Deshpande, 2014; Lim *et al.*, 2017; Mullen *et al.*, 2018). Lim *et al.* (2017) highlighted the importance of Job engagement as a tool to fuel positive emotions and motivations towards the firm. Managers should find a suitable job-fit for the employee's in order to instil a sense of purpose at work.

Additionally, it was found that AOC negatively affect ETI among workers within the school's of Ras-Al-Khaimah in the United Arab Emirates, this is supported by previous studies (Porter *et al.*, 1974; Joo, 2010; Aydogdu and Asikgil; Newman *et al.*, 2011b; Tarigan and Ariani, 2015; Lim *et al.*, 2017; Jang and Kandampully, 2018). In this knowledge-based economy it has become more important than ever in understanding individual work-related behavior because it is identified as more stable and less subject to daily fluctuations than job satisfaction (Joo, 2010). The more AOC the employees becomes and more likely to achieve optimal quality,

besides meeting its benchmarks on time to perform their duties. Employees who are affectively committed to the job are less inclined to consider leaving the job and the company (Lim *et al.*, 2017). Coaching and mentoring session also play a role in improving OC and JS. Empowering employees in goal setting and decision making helps to improve employee's commitment and satisfaction. School's management should also consider adopting 360° feedback program to provide employee with a voice in the organisation.

The associations among JS and OC and PSS and TI have been investigated widely. This study's results provide extra support for these causal relationships, mainly in school teachers and propose that PSS is additional significant factor that indirectly affects these significant job outcomes. Similary, the results also revealed that PSS has an indirect effect on AOC via JS and it has indirect effect on ETI via JS and AOC among teachers within the Ras-Al-Khaimah Schools in the United Arab Emirates which confirms the mediation role that JS and AOC has in this context. This concept has significant value for researchers interested in employee turnover. Moreover, the variance explained by the proposed model in the current study for ETI among teachers within the Ras-Al-Khaimah Schools in the United Arab Emirates is 40.6%. Thus, school principals who want to foster better JS and OC among teachers of the school should take actions to confirm a more PSS (Schwepker, 2001). It is explained by the fact that PSS not only has a normative role by encouraging ethical behavior among followers (Brown *et al.*, 2005; Brown and Trevino, 2006, 2014), it also has a positive impact on in-role performance by strengthening subordinate's relationship with their supervisors and increasing employee's attachment to their organizations. The fact that PSS indirectly affects follower's TI makes the case that organizations should emphasize ethics as an essential part of their supervisors development programs.

CONCLUSION

While the United Arab Emirates government institutions are ahead of regional counterparts in terms of performance, it is striving to enhance its public organization's productivity (Anonymous, 2016), the findings of this study could be considered as one of the initiatives to serve on that direction. The main objective of this study is to determine factors that affect employee turnover intentions within Ras-Al-Khaimah school's in the United Arab Emirates. Despite various constraints to the study, the results have been encouraging, as it has managed to throw some lights on a new perspective. This

study proposed a model which includes PSS as independent variable, JS and AOC as mediating variables and ETI as the dependent variable. The results revealed that the three independent and mediating variables significantly explain 40.6% of employee turnover intentions. The implications of this study from the perspective of research and practitioners have been deliberated, limitations have been noted and some directions for future research have been suggested.

LIMITATIONS

The first limitation concerns the generalizability of the findings the targeted sampling of this study includes an employee working in Ras-Al-Khaimah school's in the United Arab Emirates only. Another limitation is that data was gathered by cross-sectional and is not longitudinal in nature. The relationships between variables prescribed in the model of this study are highly case-dependent and thus they vary from organization to another, the model was implemented for an example organization which is Ras-Al-Khaimah school's. As described in the introduction section of this research. Moreover, the exclusion of other organizational resources, for instance, financial resources represents another limitation of the model.

IMPLICATIONS

Theoretical contribution for research: This research paper has made use of the available literature of the concept of PSS, AOC and JS by applying it to the context of an organization in Ras-Al-Khaimah Schools in the United Arab Emirates to examine its role as a source of competitive advantage and its effect on the ETI. This research can be seen as an attempt to contribute to the understanding of the organizational performance that leads to a firm's enhanced productivity and thus enhanced competitive advantage (Rao, 2016). This concept has significant value for researchers interested in turnover intentions. Moreover, the variance explained by the proposed model in the current study for ETI among teachers within Ras-Al-Khaimah schools in the United Arab Emirates is 40.6%. To the best of the author's knowledge, this study is the first study to examine the mediating role of JS and AOC in the relationship between PSS and ETI. The current study has revealed that JS and AOC fully mediate the relationship between PSS and ETI. Furthermore, JS fully mediate the relationship between PSS and AOC. This research offers empirical support to the theoretical relevance of PSS and JS, along with AOC to predict the turnover intentions of organization's employees.

Implication for practice: The present research is of significant for practitioners as it illustrates the importance of AOC, PSS and JS although a link of causality between the variables of this study cannot be clearly recognized because of the cross-sectional design, the results indicate that PSS, AOC and JS are vital to reduce the employee turnover intentions. The order of this sequence should encourage organizations to put more emphasis on nurturing supervisor's moral person dimension and moral manager one. Moreover, the implications of the key findings provide significant benefits not only for at Ras-Al-Khaimah schools but also to the UAE local government authorities. Incorporating the findings, a number of practical implications were foussnd such as promoting PSS behavior as well as, AOC and JS which leads to reducing employee turnover intention in order to improve the quality of work.

It is expected that key findings, especially the proposed model will help in supporting the UAE government policy initiatives, especially to increase performance as part of the job at all levels of organizations. The evidence shows a link between PSS and better JS and AOC (Maertz Jr *et al.*, 2007; DeConinck and Johnson, 2009; Joo, 2010; Newman *et al.*, 2011b; Demirtas and Akdogan, 2015; Yurova *et al.*, 2017).

SUGGESTIONS

Although, such resources are necessary for organizations in the successful implementation of their capability-building plans, it was decided that taking into account these organizational resources in the model will result in more unnecessary complications to the model and reduce from the main objectives of this research.

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