

Effect of Organizational Support and Commitment on Employees' Turnover Intention at Forestry Research Institute of Nigeria

Olaoluwa Ayodeji Adebayoa, Oluwakemi Enitan Fapojuwob, Stephen Oluseun Adeogunb, Isaac Babatola Ariyoa

Author(s) Biography

Olaoluwa Ayodeji Adebayoa, is associated with Forestry Research Institute of Nigeria - Federal College of Wildlife Management, P. M. B. 268, New-Bussa, Niger State, Nigeria

Oluwakemi Enitan Fapojuwob is associated with Federal University of Agriculture, Abeokuta, Ogun State, Nigeria.

Stephen Oluseun Adeogunb is associated with Federal University of Agriculture, Abeokuta, Ogun State, Nigeria.

Isaac Babatola Ariyoa is associated with Forestry Research Institute of Nigeria - Federal College of Wildlife Management, P. M. B. 268, New-Bussa, Niger State, Nigeria

ABSTRACT: *This study examined the effect of organisational support and commitment on employees' turnover intention at Forestry Research Institute of Nigeria. Data were obtained on employees' organisational support and commitment as well as the turnover intention of employees using structured questionnaire. Data were analysed using descriptive statistics, mean score analysis and regression analysis. The employees somewhat agree on the level of the organisational support (= 4.642), commitment (= 4.495) and they neither agree nor disagree on turnover intention (= 4.209). Regression analysis showed that organisational support and affective organisational commitment significantly decreased turnover intention by 12.3% and 24.9% respectively while continuance and normative organisational commitment significantly increased turnover intention by 22.7% and 12.3% respectively ($R^2=0.163$; $p<0.01$). The study concluded that organisational support and commitment had significant effect on employees' turnover intention. It was recommended that the organisation should support its employees and develop affective, continuance and normative organisational commitment management strategies towards ensuring lower turnover intention of employees.*

Keywords: *Forestry, organisation, support, commitment, turnover intention.*

Perceived Organisational Support is defined as employees' global beliefs about the extent to which the organisation cares about their well-being and values their contributions (Eisenberger *et al.*, 1986). The more employees perceive the organisational support, the more they feel that they are respected and esteemed in the organisation, and expect that their superior performance will be rewarded (Eisenberger *et al.*, 1997). Organisational commitment can be assessed by observing employee's attitude and commitment to them while in line with the goals of the organisation (Porter, *et al.*, 1974). Basically, the description of organisational commitment mostly depends upon the idea of working staff and their desire to persist with the organisation for a long duration (Allen and Meyer (1996). Turnover intention is a psychological willingness to leave the job and quit the organisation. The rate at which organisations gain or lose their employees is turnover. A simple way to describe turnover is "how long an employee stays connected to one organisation". Employee's readiness to quit the job and leave the organisation is said to be turnover intention. The idea behind voluntary turnover is often described with a link among employee's social, economic and psychological processes (Mujtaba and Udechukwu, 2007).

Objectives of the Study

The general objective of the study is to empirically examine the effect of organisational support and commitment on employees' turnover intention at Forestry Research Institute of Nigeria.

In order to achieve the general objective, the following specific objectives were considered: To

1. examine the levels of FRIN employees' organisational support, commitment and their turnover intention .
2. determine the effect of FRIN employees' organisational support and organisational commitment on their turnover intention.

Hypothesis of the Study

The following hypotheses were tested in the null form.

H₀₁: There is no significant relationship between FRIN employees' organisational support and their turnover intention.

H₀₂: There is no significant relationship between FRIN employees' organisational commitment and their turnover intention.

Research Methodology

The study was carried out in Forestry Research Institute of Nigeria (FRIN). Cross-sectional primary data were collected using the structured questionnaire with open and closed ended questions. Simple random sampling technique was adopted for selecting five job stations out

of fifteen job stations. Stratified sampling technique was afterward adopted for selecting employees on the basis of employee status (management, senior and junior staff) from the list of employees provided (serving as the sample frame). A total of 260 questionnaire were administered. Only 226 questionnaire, which constituted about 13% of the sample frame and about 87% of the sample size, were used in the subsequent analysis. The research used standard questions adopted from previous studies. Respondents were asked to indicate on a 7-point Likert-type scale the extent to which they agreed with the statements. To check response bias, a few statements were negatively worded and later reverse-scored. Perceived organisational support was measured using 7 items adopted from the scale of Eisenberger *et al.*, (1986). Organisational commitment was measured using 31 items adopted from Organisational Commitment Questionnaire (OCQ) (Stephen Jaros, 2007). Respondents' turnover intention were operationalised using Intention to stay questionnaire (Roodt, 2004). Data collected were subsequently subjected to both mean score analysis and regression analysis. The linear regression equation is represented in the explicit form thus:

Model 1

$$TI = a + b_1OS + b_2OC + e$$

.....Eq. 1

Model 2

$$TI = a + b_1OS + b_2AC + b_3CC + b_4NC + e$$

.....Eq. 2

Where TI = Turnover Intention

OS = Organisational Support

OC = Organisational Commitment

AC = Affective Organisational Commitment

CC = Continuance Organisational Commitment

NC = Normative Organisational Commitment

b_i = Coefficient (i = 1,2,3,.....n)

a = Constant

e = Error term or stochastic disturbance

Results and Discussion

Levels of respondents' organisational support, commitment and turnover intention

Table 1 about here

Table 1 shows the levels of respondents' organisational support, commitment and turnover intention. The overall perceived organisational support was $\bar{x} = 4.642$. This implies that the employees perceive the organisation as contributing and caring about their well-being and aspirations. This result is supported by the findings of Erat *et al.*, (2012). The overall perceived organisational

commitment was $\bar{x} = 4.495$. This implies that employees are attached and loyal to their organisation. This result is supported by the findings of Ugboro, (2006). The overall perceived organisational affective commitment was $\bar{x} = 4.745$. This implies that strong positive emotional ties are being created as the employee develops with the organisation primarily through positive work experiences. This finding is consistent with the findings of Nasurdin and Ramayah, 2003. The overall perceived organisational continuance commitment was $\bar{x} = 4.699$. This finding is supported by Rainey *et al.*, (2007). The overall perceived organisational normative commitment was $\bar{x} = 4.467$. This finding is consistent with the findings of Meyer *et al.*, (2002). However, the overall turnover intention (to stay or to quit) was $\bar{x} = 4.209$. This implies that the employees are indifferent on whether they would want to stay nor quit the organisation. This might be due to the “fear of the unknown” if either intention is taken (Cho *et al.*, 2012).

Effect of organisational support and commitment on employees' turnover intention

The following linear equations explain the regression results of the effect of organisational support and organisational commitment on FRIN employees' turnover intention.

Model 1

$$TI = 4.170^{***} - 0.110OS^* + 0.109OC + e$$

(10.651) (-1.838) (1.487)

$$R \text{ Square value} = 0.021; \quad F \text{ value} = 2.368^*$$

Note: *** = ($\alpha_{0.01}$); ** = ($\alpha_{0.05}$); * = ($\alpha_{0.1}$);

Figures in parenthesis are t-ratios

The result in Model 1 showed that there was a significant relationship between turnover intention and organisational support. The equation shows that the coefficient for organisational support is - 0.11. The implication of this is that for every additional one percent in employees' organisational support, it is expected that employees' turnover intention i.e. intention to leave the organisation would decrease by an average of 11%. This finding is supported by Baran, Shanock and Miller, 2012 in their research on the Social Exchange Theory in an attempt to better understand the reciprocal relationship that develops between employees and the organisation. Social Exchange Theory suggests that when an employer provides employees with fair treatment and when they value their employees' contributions and well-being, the employees will perceive high levels of support from the organisation and as a result feel obligated to reciprocate (Shoss, Eisenberger, Restubog, and Zagenczyk, 2013). Based on these principles, Satardien (2014) argued that individuals who receive greater support from their organisations will be more inclined to return the act of

goodwill. The employees' reciprocal act can include higher organisational commitment and loyalty which results in a decreased intention to leave the organisation (Allen *et al.*, 2003). Furthermore, Allen *et al.* (2003) argued that the inverse is true where employees' perception of low organisational support may result in an increased intention to leave the organisation.

Furthermore, Model 2 analysis comprised four independent variables of organisational support and the three-component model of commitment developed by Meyer and Allen (1997) which proposes that organisational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance organisational commitment. The linear combination of these four independent variables was significantly related to the dependent variable i.e. turnover intention. The regression results are presented below:

Model 2

$$TI = a + b_1OS + b_2AC + b_3CC + b_4NC + e$$

$$TI = 4.285^{***} - 0.123OS^{**} - 0.249AC^{***} + 0.227CC^{***} + 0.123NC^* + e$$

(10.522) (-2.198) (-4.322) (4.505)
(1.781)

$$R \text{ Square value} = 0.163; \quad F \text{ value} = 10.726^{***}$$

Note: *** = ($\alpha_{0.01}$); ** = ($\alpha_{0.05}$); * = ($\alpha_{0.1}$);

Figures in parenthesis are t-ratios

The result in Model 2 showed that there was a significant relationship between turnover intention vis-à-vis organisational support, affective, continuance and normative organisational commitment. The equation shows that the coefficient for organisational support is - 0.123. The implication of this is that for every additional one percent in employees' organisational support, it is expected that employees' turnover intention i.e. intention to leave the organisation would decrease by an average of 12.3%. Similar finding is supported by Allen *et al.* (2003). They found out that organisational support was negatively correlated with turnover intention and actual turnover and concluded that employees who feel that their organisation does not value their contribution or care about their well-being, would be expected to develop withdrawal feelings and exhibit negative attitudes such as intention to leave.

However, the coefficient for affective organisational commitment is - 0.249. This implies that for every additional one percent in employees' affective organisational commitment, it is expected that employees' intention to leave the organisation would decrease by an average of 24.9%. This is supported by Tromp *et al.*, (2010) that found affective commitment to be significantly related to turnover intention and that the more committed employees are to their organisation, the lower their intention to leave. Also, Labatmediene, Endriulaitiene and Gustainiene's (2007) research

indicates that affective commitment is the primary predictor of intention to leave.

Furthermore, the coefficient for continuance organisational commitment is 0.227. Its implication is that for every additional one percent in employees' continuance organisational commitment, it is expected that employees' intention to leave the organisation would increase by an average of 22.7%. This reflects commitment based on the low perceived costs, both economic and social, of leaving the organisation thereby increasing the chances of employees leaving the FRIN as an organisation. Previous studies have associated continuance commitment with adverse organisational outcomes, such as employee intention to leave the organisation (O'Donnell, Jayawardana, and Jayakody, 2012). Satardien (2014) also supported the finding stating that the relevance of continuance commitment help to determine employees' intention to continue working at their current organisation.

Notably, the coefficient for normative organisational commitment is 0.123. This implies that for every additional one percent in employees' normative organisational commitment, it is expected that employees' intention to leave the organisation would increase by an average of 12.3%. This reflects commitment based on low perceived obligation towards the organisation i.e. rooted in the norms of reciprocity, thereby increasing the chances of employees exit the FRIN as an organisation. Similar finding is supported by the result of Satardien (2014) that found out that normative commitment is a significant predictor of turnover intentions.

In the attempt to predict human behaviour, the R-square values of the models are lower than 50%. This is due to the fact that humans are simply harder to predict than physical processes (Frost, 2014).

Conclusion

This study has made contributions to research on the effect of organisational support and commitment on employees' turnover intention in organisations. The findings provided empirical backing that organisational support, affective, continuance and normative organisational commitment significantly have effect on turnover intention. The findings thus have contributed to addressing the effect of organisational support and commitment on turnover intention of employees in a typical establishment. Furthermore, this information will be of great assistance in the design of employee program interventions and its implementation in the study organisation.

Recommendations

Based on the findings of this study, the following recommendations are made towards ensuring lower turnover intention of employees in organisations.

1. The organisation should to identify interventions that would increase employees' commitment and perceived organisational support to ensure that employees' turnover intentions are reduced. Such interventions include ensuring that processes and systems are just, employees are supported, and that they trust and share the same values of the organisation. By these, commitment and organisational support are bound to increase.
2. The organisation should show more concern about employees' well-being and supportive of their employees as this will translate into reciprocation with more commitment and lower their intention to quit the organisation.
3. Fair policies should be adopted by research organisation in resource allocation (salaries, promotions, punishments, rewards and fringe benefits), decision making and setting of organisational support among the employees.
4. The organisation should develop affective, continuance and normative organisational commitment management strategies which is necessary in predicting important employee outcomes such as employee turnover.
5. The relationship between the managers, supervisors and their subordinates should be improved in the organisation as this will enhance employees' commitment to the organisation thereby lowering their turnover intention.

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Appendix

Table 1: Levels of respondents' organisational support and turnover intention

Variable		Mean (\bar{x})	S. D. (σ)	Level of Agreement
O S		4.642	0.757	Somewhat Agree
O C	A C ($\bar{x}=4.745$; $\sigma=0.756$)	4.495	0.619	Somewhat Agree
	C C ($\bar{x}=4.699$; $\sigma=0.862$)			
	N C ($\bar{x}=4.467$; $\sigma=0.654$)			
T I		4.209	0.606	Neither agree nor disagree