VALIDITY AND RELIABILITY OF MEASUREMENTS FOR PERCEIVED ORGANIZATIONAL SUPPORT AND TURNOVER INTENTION AMONG EMPLOYEES IN THE SERVICES SECTOR

Presenter:
Nor Sabrena binti Norizan
UiTM Melaka
Introduction

Services Sector
SMEs' activities were dominated by the services sector, which accounted for 62.4% of SMEs in Malaysia.

Employment
There are 3.9 million people employed in the services sector.

Turnover Rate
However, employee turnover was the highest in the services sector with an average turnover of 30%, followed by the other services sector at 23%.
Increased employment of foreign workers

Job dissatisfaction, lower productivity, increased retaining cost

Can cost two times of current employee’s salary (advertising, recruiting, hiring, and training new employees)
Improving retention by having well-implemented strategies and policies

01

Identify possible problems and suggest ways on how to overcome turnover among employees

02

Exploring the effect between POS and turnover intention among employees in the Malaysian setting

03
01
Even though the challenges of employee retention have always been discussed by previous researchers, but it is yet to be solved as the turnover rate keeps increasing and retention rate decrease each year.

02
SMEs are facing a brain drain problem as many highly skilled employees leave and prefer to work at Multinational companies (MNCs) (Sourov, 2019).

03
Many previous research was conducted by using POS unidimensional construct, however, this study intends to use multidimensional construct of POS as POS was believed to less likely the employees' intention to quit and to accept other jobs (Sinniah & Kamil, 2017).
1. Identify possible problems and suggest ways on how to overcome turnover among employees.

2. To estimate the validity and the reliability of the POS, which comprise of supervisor support, organizational justice, organizational rewards, and job conditions.
**Literature Review**

**Supervisor Support**
SS has gained a tremendous amount of attention in the literature and is significantly related to turnover (Rhoades & Eisenberger, 2002).

**Organizational Justice**
Study by Fatt, Khin and Heng (2010) indicated that there is a significant relationship between organizational justice and employee turnover intention.

**Organizational Rewards & Job Conditions**
Research conducted on organizational rewards and job conditions found that these two variables were found to have a negative relationship with turnover intention (Kim & Stoner, 2008).

The general negative relationship has been well established between POS and withdrawal behaviour, retention and turnover intention (Rhoades and Eisenberger, 2002).

POS has a significant impact on employee turnover (Krishnan and Mary, 2002).

Kurtessis et al. (2015) found that POS was negatively linked to turnover intention because employee with high POS are more engaged and committed.
Methodology

Quantitative approach

A pilot study was conducted among 33 employees working in lower, middle and upper-level management in services sector.

Peninsular Malaysia has been selected due to the high percentage of SMEs establishment.

The survey questionnaires were used and there were three sections that the respondents need to answer.
Perceived Organizational Support Measurement

The measurement of POS was adopted from the 36-item Survey of POS developed by Eisenberger et al. (1986).

The original scale of POS was unidimensional, however, for the purpose of this study, the researcher develops a multidimensional conceptualization of POS.

The questions related to supervisor support (i.e. my supervisor really cares about my well-being and my supervisor is willing to help me to perform my job to the best of my ability).

The questions related to organizational justice (i.e. my organization would not replace me even when they could find someone at a much lower salary and my organization appreciates any extra effort from me).

The questions related to organizational rewards and job conditions (i.e. my organization values my contribution to its well-being and my organization provides me with the opportunity to move up the ranks).

The 7-point Likert scale format (0= Strongly Disagree, 6=Strongly Agree) was used to indicate the respondent’s response towards the statement given.
Turnover Intention Measurement

The measurement of turnover intention consist of a 6-item survey and adopted from Spector, Dywer and Jex (1988), Lawler, Cammann, Nadler and Jenkins (1975) and Roodt (2004).

The scale ranges from 1 (Strongly Disagree) and 7 (Strongly Agree).
Content Validity and Reliability

**Content Validity**
An industry expert panel was contacted to confirm the measurement tool and asked to provide feedback on how well each question measures in the question.

**Reliability**
A pilot test is performed to detect weaknesses in design and instrumentation and to provide proxy data for a probability sample selection process.
The table above shows the reliability analysis of POS and turnover intention. The Cronbach Alpha shows the alpha range from **0.784 to 0.894**, which indicates the instrument has high reliability. The reliability score for each instrument is **0.856** for the supervisor support, **0.894** for organizational justice and organizational rewards & job conditions and **0.784** for turnover intention. A reliability score can range from 0.00 to 1.00 and a higher score represent a higher level of reliability (Kimerlin & Winsteterstein, 2008). In this study, the reliability is greater than 0.7, which is the threshold usually used for reliability and can continue to the next level of the research (Fornell & Larcker, 1981). It can be concluded that **all of the constructs have satisfactory internal consistency reliability**.
Reliability testing is very important to ensure consistency and stability of multidimensional conceptualization of POS as the original scale developed was unidimensional.

The researcher used the Cronbach Alpha value to assess reliability. The Cronbach Alpha value between the three dimensions of the POS was between 0.856 and 0.894.

It can be concluded that the reliability index questionnaire instrument is high and acceptable at its level of reliability.
Conclusion

The pilot study revealed that the supervisor support, organizational justice and organizational rewards & job conditions of employment were important dimensions of POS.

As a result of the high reliability of the multidimensional measure developed by POS, this study can proceed to the next level to confirm the effect of POS on the turnover intention of Small and Medium-sized enterprises in Peninsular Malaysia.
Thank you