

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

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Introduction

Services Sector

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

62.4%

Employment

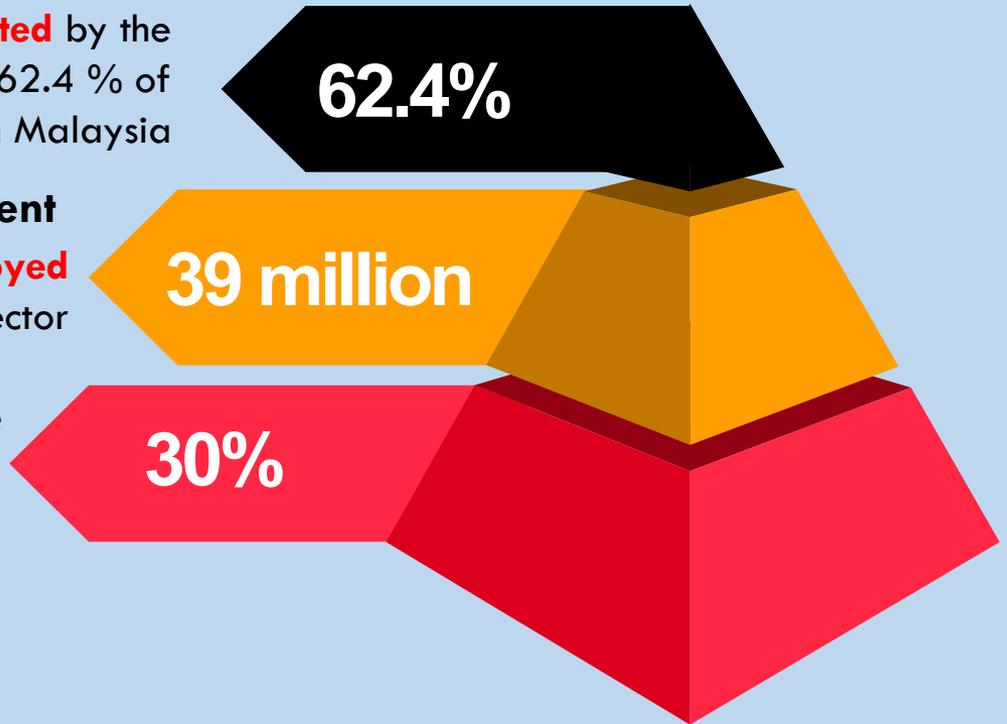
There are 3.9 million people **employed** in the services sector

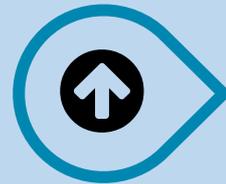
39 million

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%

30%





1 **Increased** employment of foreign workers

Job dissatisfaction, lower productivity, increased retaining cost

2



3

Can cost **two** times of current employee's salary (advertising, recruiting, hiring, and training new employees)

Consequences of Turnover

H

O

W

Improving retention
by having a **well-
implemented**
strategies and
policies

01

02

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

03

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

Problem Statement

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)



Identify possible problems and **1**
suggest ways on how to overcome turnover among employees

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

Literature Review

Supervisor Support

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



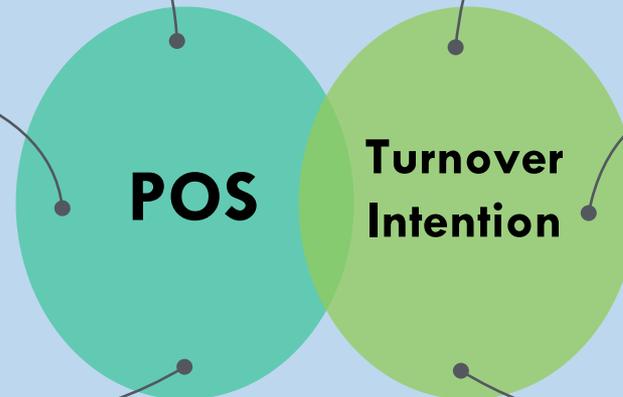
Organizational Justice

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 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 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 **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 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 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



Findings

Constructs	Items	Cronbach's Alpha
Supervisor Support	9	0.856
Organizational Justice	17	0.894
Organizational Rewards and Job Conditions	10	0.894
Turnover Intention	6	0.784

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 & Winsterstein, 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**

Discussion

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

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*