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EFFECTS OF WORK STRESS AND PERCEIVED ORGANIZATIONAL SUPPORT ON TURNOVER INTENTIONS OF EMPLOYEE IN SELECTED HOTELS IN LAGOS

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Abstract

The intention of employees to leave their work negatively affects the service process in hotel businesses. This study investigates the effect of work stress and perceived organizational support on turnover intention. This study employed a cross- sectional survey research design. The population of this study is employees who actively work in a 5-star hotel located in Lagos. Data was collected from 274 employees that participated in the study. Multiple regression analysis was used to test the hypotheses which were developed based on the Social Exchange Theory. The analyses indicated that work stress and perceived organizational support are related to the employees' turnover intention. Moreover, it is determined that work stress increases the employees' voluntary turnover intention even though perceived organizational support reduces the turnover intention.

Keywords: Work stress, Perceived Organizational Support, Turnover Intention, Hotel Management, Human Resource Management.

1.1 Introduction

High employee turnover is regarded as one of the most serious issues facing hotel businesses that continue to operate in the tourism industry. In a labor market where qualified personnel are hard to come by, it is critical to preserve and grow customer satisfaction while also maintaining qualified staff. As a result, one of the responsibilities of managers is to identify and eliminate the causes of employee turnover intentions that do not leave the job legally.

However, intention to quit has been viewed as a critical stage before the actual turnover (Balkan,Serin & Soran, 2014; Qasim, Javed & Shafi, 2014; Saba, Sadia, Muhammad & Mehwish, 2014). It has been described as the last in a sequence of withdrawal cognitions, a set of cognitions include thinking of quitting and the intent to look for alternative employment and eventual turnover (Mobley, Horner, & Hollingsworth, 1978 as cited by Okubanjo, 2014). It has been a critical issue for management for many years (Chen, Lin & Lien, 2010) and it is a major problem for organizations now. Turnover intention explains conscious willfulness to seek for other alternative jobs in other organizations. This intention may ultimately result in an outcome where an employee leaves the organization. However, understanding why employees decide to quit is the first step in getting them to stay. Intention to quit may be triggered by the level of stress resulting from discharge of duties (Hassan & Mara, 2014) Employees may also leave their jobs when they encounter environments that lack essential professional supports (Duze& Rosemary, 2013) and these may include Job dissatisfaction, poor working conditions and poor pay, inadequate support from management, administration, colleagues and the public, discipline, increased in workloads; poor motivation

of employees; and lack of space for employees to participate in key decisions affecting the organization.

Employees in hotel enterprises with strong customer-employee relationships face work stress, which varies based on the structural elements of the profession. Although it is impossible to completely remove work stress, individuals who are subjected to high levels of work stress are more likely to have negative attitudes and behaviors toward the business. Employees that are limited in their performance in the business voluntarily leave their jobs as a result of this scenario, which can also have a severe impact on the employees' personal lives. Employees in the hotel industry, like any other type of employee, want to feel valued and appreciated by their employers.

Employees who believe they are valued have a better perception of organizational support. Employees who have a positive view of organizational support will reciprocate by contributing more to the organization, according to the Social Exchange Theory. The goal of this empirical study on employees in the hotel industry is to see how work stress and perceived organizational support influence turnover intentions. Hypotheses were supported using the Social Exchange Theory after summarizing the research on work stress, turnover intention, and perceived organizational support. This study therefore examine the effect of work stress and perceived organizational support on employee turnover intention. In line with the objective of this study, the following hypotheses were raised and addressed:

$H0_1$: Work stress has no significant effect on employee turnover intention in selected hotels in Lagos

$H0_1$: Perceived organizational support has no significant effect on employee turnover intention in selected hotels in Lagos.

2.0 Literature Review

This section review literation on the concept of work stress, perceived organizational support, turnover intention, relationship between work stress and turnover intention and relationship between perceived organizational support and turnover intention.

2.1 Turnover Intention

The thought, frequency, and power of employees' thoughts about quitting their workplace is defined as turnover intention (Tett& Meyer, 1993; Tongchaiprasit & Ariyabuddhiphongs, 2018). Employees are negatively affected by the deterioration of working conditions in organizations and the expectation that they would labor above their capabilities by their employers. As a result, employees who are dissatisfied and stressed at work are planning to leave. There are a variety of reasons that influence the decision to leave a job. These characteristics occur as a result of the nature of the employees' jobs and the organizations with which they are associated. Conflicts in the workplace, uncertainty, low job satisfaction (Kim et al., 2015), and work stress caused by work overload all contribute to an increase in the desire to leave the job (Chen et al., 2011). Furthermore, emotional exhaustion and organizational commitment (Cho, Rutherford, Friend, Hamwi, & Park, 2017), organizational prestige and organizational identification (Akgunduz&Bardakoglu, 2017), emotional intelligence (Hong, &

Lee, 2018), quality of work life (Mosadeghrad et al., 2011), work stress (Duraisingam et al., 2009; Arshadi&Damiri, 2013; Jung,

2.2 Work stress

Employees' expectations of the organization to complete work may now surpass the authority and competence of the employees. Employees are under stress as a result of this circumstance, which is caused by work-related factors. In the research on organizational behavior, this strain is referred to as work stress (Mensah et al., 2018). Work stress is described as a feeling of discrepancy between demands from the workplace and employees' particular capacity to meet these demands (Colligan& Higgins, 2003; Beheshtifar&Nazarian, 2013). Work stress, according to the European Commission (2002), is an emotional, cognitive, and behavioral structure that has a detrimental impact on both the substance of work and the organizations, as well as causing physiological reactions.

Work stress is one of the variables that affect employee performance, in addition to effecting various activities in the workplace. Employees' life expectations are in line with the goal of achieving a balance between work and personal life, boosting job satisfaction, and lowering work stress. As a result, occupational stress is being investigated as one of the factors influencing employee performance in firms (Christiana &Rajan, 2014). Work stress causes mental, behavioral, and psychological problems, as well as organizational problems in the workplace (Beheshtifar&Nazarian, 2013; Folera&Folerai, 2016), as well as causing an increase in organizational mistakes and speech problems, as well as a decrease in motivation and performance (Beheshtifar&Nazarian, 2013; Folera&Folerai, 2016). (Banerjee & Mehta, 2016; Folera&Folerai, 2018).

Unbalanced blood pressure, high cholesterol levels, muscle tension, diabetes, hypertension, ulcer, headache, substance dependence, and clinical depression are physical repercussions of work stress on employees, whereas psychological effects include depression, anxiety, pessimism, and wrath (Colligan& Higgins, 2003). Individual personality qualities have an impact on their ability to cope with stress and their behavior in difficult situations. Furthermore, while work stress has a negative impact on employee satisfaction and self-esteem (Ekienabor, 2016; Yang et al., 2016), employees' perceptions of organizational support have a positive impact on work stress (Turunç&elik, 2010; Lambert et al, 2016; Kang & Kang, 2018).

2.3 Perceived Organizational Support

Perceived organizational support (POS) is the outcome of assessing several components such as valuing employees by their own enterprises, utilizing the benefits of approval, respect, salary, and promotion, and gaining access to the information needed to better perform their business (Rhoades &Eisenberger, 2002). Employees' organizational commitment is closely connected with their opinions of their contributions to their enterprises and their perceptions of welfare (Kim et al., 2018), and POS is regarded a precursor to organizational commitment (Rhoades et al., 2001). POS is an experience-based system that is linked to an organization's policies, norms, and activities (Eisenberger et al., 2001). Employees are more ready to disclose faults when they work in a friendly setting. As a result, they can lower the likelihood of harmful circumstances, which can result in a range of expenditures (Baran et al., 2012). Furthermore, the notion that employees' contributions to their organizations are valued and

that their wellbeing is important to their firms minimizes turnover intentions (Rhoades et al., 2001). The commitment and obligation to nurture and deal with employee organization are strongly correlated with POS (Eisenberger et al., 2001). Leaving employment freely interacts poorly with organizational commitment (Allen &Shanock, 2013). Furthermore, perceived managerial support boosts perceived organizational support and increases heard against the company and emotional organizational commitment, lowering employees' intentions to quit (Stinglhamber et al., 2002).

2.4 Work stress and turnover intention

Studies (e.g., Nizam bin Salahudin, Osman, Abdullah, Ramlia, & Annuar Lim, 2016; Noor, 2008)have also been conducted on the relationship between work stress and turnover intention.

In the regression results of Siddiqui & Jamil (2015), it was found that turnover intentions are influenced by work stress and work environment whereas work overload has not been found as a significant predictor of turnover intentions among employees of Pakistan.

Hassan and Mara (2014) explored the factors that influence turnover intention among existing Technical employees as well as identified the most significant factors influencing the turnover intention. Data was obtained and analyzed using Statistical Package for Social Sciences (SPSS) version 16. The results of the multiple regression analysis showed that only work stress is found having positive and significant relationship with turnover intention. In Iran, Arshadi & Damiri (2013) investigated the relationship of work stress with turnover intention and job performance and findings indicated positive relationship between work stress and turnover intention

2.5 Organizational Support and turnover intention

Numerous previous studies have analysed the relationship between perceived organizational support and turnover intention in different professional settings and countries, such as banking, education, and public services in Australia (Timms et al., 2015), hospitality in Malaysia and Nigeria (Kalidass&Bahron, 2015; Karatepe&Olugbade, 2017), and manufacturing in China (Y. Wong & Wong, 2017), all of which have found a significant relationship between the two factors. In the study by Kalidass and Bahron (2015), although it was conducted in another professional sector, it reached the same conclusion as that desired for the present study: the existence of a significant negative relationship between perceived organizational support and employee turnover intention. Kalidass and Bahron obtained this conclusion by analysing a statistical model developed based on responses to a questionnaire distributed among professionals in the hotel sector in Malaysia.

2.5 Theoretical Framework

The Social Exchange Theory helps explain the link between hotel employees' POS and turnover intentions. According to this hypothesis, when hotel employees believe they are valued and supported by their employers, they would exhibit desired behaviors such as staying with the company and improving their performance. As a result, employees who believe they are valued and respected by their employers will be able to continue working for them in the future, and their earnings will rise if they contribute to productivity; in other words, employees who believe they are supported by their employers will be less likely to

leave their jobs voluntarily. Anafarta, 2015; Ekmekçiolu, &Sökmen, 2018, Akgunduz, &Sanli, 2017; Anafarta, 2015; Ekmekçiolu, &Sökmen, 2018, Akgunduz, &Sanli, 2017; Anafarta, 2015; Anafarta, 2015; Anafarta, 2015; Anafarta, 2015; Anafarta, As a result, the H1 hypothesis was proposed, based on both Social Exchange Theory and empirical research. Perceived organizational support is expected to reduce turnover intention, according to both Social Exchange Theory and empirical research.

3.0 Methodology

The study adopted cross-sectional survey research design which has the basic characteristics that involves the collection and collation of data to facilitate the answering of research questions through the test of hypotheses (Onodugo, Ugwuonah&Ebinne, 2010). Primary data was collected through the use of structured questionnaire. Copies of the questionnaire were administered to the employees working in 5-star business hotels in the heart of Lagos. The target population of this study was 274 employees of four 5-star hotels in Lagos. Questionnaire is adapted from Fimian (1988) employee stress inventory (TSI). The questionnaire is a 12 items scale measured in 5 point likert scale. 1 strongly disagree to 5 strongly agree. Fimian reported a reliability value of 0.80. perceived organizational support was examined using Santos and Brito (2012), measurement with 11 items measured in 5 point likert scale of 1 strongly disagree to 5 strongly agree. Lastly, this study use SPSS and PLS-SEM to analyze the data collected. This two-step process adopted in the present study comprises the measurement model and the structural model (Hair et al., 2014).

4.0 Result and Discussion

The present study adopted a two-step process to evaluate and report the results of PLS-SEM as suggested by Henseler, Ringle and Sinkovics (2009). This two-step process adopted in the present study comprises the measurement model and the structural model (Hair et al., 2014)

4.1 Assessment of the Measurement Model

Analysis of a measurement model involves determining individual item reliability, internal consistency reliability, convergent validity and discriminant validity (Hair et al., 2011; Henseler et al., 2009).Table 1 presents the result of the measurement model

Table 1:

Construct reliability and validity

Construct	Items	Loadings	CR	AVE
Turnover intention	TI27	0.950	0.937	0.833
	TI28	0.853		
	TI29	0.931		
Work stress	JS1	0.849	0.835	0.563
	JS3	0.688		
	JS4	0.604		
	JS6	0.833		
Organization Support	OS1	0.709	0.852	0.536
	OS2	0.759		
	OS7	0.777		
	OS8	0.761		
	OS4	0.649		

From the table 1, loadings of items measuring individual construct were greater than .5 which is a minimum recommended value as contained in Hair et al (2013). However, items that failed this benchmark were deleted. All the constructs in the study met the composite reliability benchmark of .7 and average variance extracted of .5.

Also, for discriminant validity the study utilized the fornell and larker criterion which states that the square root of AVE must be greater than the correlation with other variable in the study. This is as presented in table 2.

Table 2

Discriminant validity

Construct	TI	JS	OS
Turnover intention (TI)	**0.913**		
Work stress (WS)	0.280	**0.751**	
Org. Support (OS)	-0.615	-0.126	**0.779**

The square roots of AVE are presented in bolded font on the diagonal and it can be observed that the values are greater than the correlations among the constructs, thus this criterion is satisfied.

4.2 Structural model (Inner model)

The second part of the model is the structural model or inner model, Hair et' al. (2013) identified four key criteria for assessing the structural model in PLSSEM. These include assessments of significance of the path coefficients, coefficient of determination (R^2), the effect size (f^2), and lastly (4) predictive relevance (Q^2).

Table 3

Path coefficient for direct relationship

Hypotheses	Relation	Beta Value	Std. error	T Stat	p-value	Decision
H_1	JS => TI	0.136	0.070	1.942	0.05*	Rejected
H_2	OS =>TI	-0.455	0.069	6.574	0.00***	Rejected
R^2		0.543				

***p<0.01, **p<0.05, *p<0.1**

From Table 3, it can be seen that work stress has a significant positive effect on turnover intention (β = 0.136, t-value = 1.942, p-value < 0.1). This means a unit increase in work stress will lead to 13.6% increase in employee intention to quit. Thus, the first hypothesis (H1) that state that work stress has no significant effect on turnover intention is rejected. Also, perceived organizational support has a significant negative effect on turnover intention (β = -0.455 and t- value = 6.574, p-value <0.01). This means as organizational support increases by one unit, intention to quit decreases by 45.5%. Hence, hypothesis two (H2) that states that perceived organizational support has no significant effect on turnover intention is unsupported. Furthermore, Table 3 also showed the R square as 54.1%, which means that 54.1% variance in turnover intention is accounted for by work stress and perceived organizational support.

Table 4:
Effect size for direct relationship

Construct	R2 Included	R2 Excluded	f^2	Effect Size
Work stress	0.541	0.524	0.037	Small
Organization support	0.541	0.482	0.129	Small

From table 4, the effect size of work stress on turnover intention is 3.7% and this indicated a small effect size on the endogenous variable and organizational support has small effect size of 12.9% on turnover intention.

Table 5:
Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)
Organization support (OS)	2,130.00	2,130.00	
Turnover intention (TI)	1,065.00	804.747	0.244
Work stress (JS)	1,775.00	1,775.00	

From Table 5, it is seen that the Q^2 values of turnover intention is greater than 0. Turnover intention has the Q^2 of 0.244, which means all the exogenous variables has 24.4% relevance in predicting the endogenous variable turnover intention.

4.3 Discussion of findings

Work stress was discovered to have significant positive effect on turnover intention. This implies that as the level of work stress increases, employee's intent to quit their job also increases. This finding is consistent with the findings of Arshadi & Damiri (2013),Siddiqui & Jamil (2015) and Hassan and Mara (2014). A significant negative effect of perceived organizational support on turnover intention was another finding of this study. This means that as employee's perceived their job to be supported, the intent to quit their job is reduced if not eliminated. Thus as the level of organizational support increases, the intention to quit a job reduces. This affirmed the results of previous studies (e.g., Lai & Chen, 2012; Peterson, 2009; Roshidi Hassan, 2014; Shah & Jumani, 2015 & Tnay et al., 2013).

The effect of work stress and organizational support perception on turnover intention is examined in this study, which is considered one of the most essential aspects of turnover rate. Hypotheses based on Social Exchange Theory have been proposed in this setting. For starters, perceived organizational support is projected to minimize employee turnover intentions in this study. This idea is supported by the research findings. This study, based on the Social Exchange Theory, backs up the findings of Paille et al. (2010) and Dawley et al. (2010) studies, which found that employees who feel valued by their employers and that their efforts are acknowledged have a higher intention to stay at their jobs. It will be beneficial to ensure the perceptions that the contributions produced by employees are significant for the hotel in order to enable competent employees to stay at work. Furthermore, hotel management should be concerned about its employees; even if the employees' performance in the organization declines, managers should encourage the employees' well-being and allow them to continue working. Instead of offering employees discouraging comments, engaging with them

effectively in order to ensure an increased knowledge of their own by hotel managers will increase employees' intention to continue working.

5.1 Conclusion and Recommendations

It was hypothesized in this study that employees' work stress would enhance their desire to quit. This notion is supported by the result of this study. The study therefore concluded that work stress is a critical factor that influence employee turnover intention. This conclusion backs up the findings of the study, which show that employees are more likely to leave their jobs when they are stressed because they are moving away from difficult work environments. In this regard, the study recommends that hotel managers must use managerial measures to lower stress levels, even if they are unable to entirely eliminate it. Lastly. Organizational support negatively affect employee turnover intention as depicted in this study. Earlier studies have also documented that when employees perceived support on their job by the management, their intention to quit minimized or eliminated. The study therefore recommends that hotel managers must provide support to employees and eliminate the variables that generate workplace stress, as described above, in order for employees to continue working in the hotel on a voluntary basis.

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