



# A Study on Relationship between Employee Turnover Intention and Perceived Organisational Support

J. Harish Prasanna <sup>a\*</sup>, S. Hemalatha <sup>b#</sup>, N. Deepa <sup>b#</sup> and S. Padma Rani <sup>c#</sup>

<sup>a</sup> Tamil Nadu Agricultural University, Coimbatore - 641003, India.

<sup>b</sup> Department of Agricultural Rural Management, Tamil Nadu Agricultural University, Coimbatore - 641003, India.

<sup>c</sup> Department of Agricultural Economics, Tamil Nadu Agricultural University, Coimbatore - 641003, India.

## Authors' contributions

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

## Article Information

DOI: 10.9734/AJAEES/2022/v40i1031070

## Open Peer Review History:

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/89800>

**Original Research Article**

**Received 11 July 2022**  
**Accepted 21 July 2022**  
**Published 22 July 2022**

## ABSTRACT

Employee retention describes the various measures undertaken by firms for retention of their employees. Hypermarkets are large retail space that offers broad range of daily necessities and groceries where the study was carried out. The employee retention at the hypermarket in Coimbatore city was examined using percentage analyses, correlation, and Garrett ranking for a period of 3 months. Based on the percentage analysis, it is found that majority of the employees were female and received an average monthly salary range of Rs. 5000-15000. Turnover intention scale and Perceived Organizational Support Scale (POS-8) were used in the correlation analysis. It specified that turn over intention is inversely proportional to perceived organization support. According to Garrett ranking, a competitive wage package (61.56%) was the main factor driving employee retention. A plan for employee retention, such as offering bonuses, organisational support and extra reward packages, can significantly reduce the intention of turnover.

<sup>o</sup>MBA (ABM) Scholar;

<sup>#</sup>Associate Professor;

<sup>\*</sup>Corresponding author: E-mail: harishprasanna22@gmail.com, harishprasana222@gmail.com;

**Keywords:** Employee; turnover intention; perceived organization support; strategies; employee retention.

## 1. INTRODUCTION

A hypermarket is a large retail establishment with wide selection of groceries and everyday items. It serves as a superstore that combines a department store and a supermarket and offers a wide range of products under one roof so that a customer may finish all of his or her usual weekly or monthly shopping needs in a single trip [1]. Similar to other big-box businesses, hypermarkets have business models that prioritise high volume, low profit sales. The organised retail section of the Indian hypermarket market is seeing more competitive play from large industry titans than ever before [2]. Given that the strong macroeconomic performance, the availability of excellent retail space, the favourable consumption pattern brought on by rising personal disposable income, the rapid urbanisation of Tier II and Tier III cities and the recent entry of large industrial houses into retailing with a focus on large store formats, it is anticipated that the size and share of hypermarkets in Indian retail will increase in upcoming years [3]. Because of the nature and perception of the retail industry, which is not regarded as an attractive job, it is challenging for merchants to draw in the best talents. Retailers must in this circumstance ensure that their current human resources are retained and have a career with them [4].

The phrase "employee retention" has many different definitions; it generally refers to steps taken by firms to motivate their staff members to stay with the company for a longer period of time. The primary justification for employee retention will be to prevent their skilled workforce from leaving [5]. Turnover intention whereby people' desire to leave their jobs is generated when they believe their position does not match their goals and aspirations [6]. The management of a company has, historically been heavily concerned with the analysis of employee turnover intentions. Belete reported that employee turnover would negatively affect the performance and profitability of the organization [7]. On the other hand, employee turnover increases the chances of losing good employees [8]. Therefore, retaining valuable skilled employees is very important to employers, as they are considered essential to the performance and success of an organization [9]. With this background the study was orchestrated with the objective:

- To study the perceived organisational support and its linkage with turnover intention
- To formulate the strategies for employee retention in hypermarkets.

## 2. MATERIALS AND METHODS

### 2.1 Study Area

The data of 95 samples were collected using purposive sampling technique through well-structured interview schedule for employees in hypermarket in Coimbatore during the period of 3 months. Simple percentage analyses, correlation and Garrett ranking were the tools used in this study to analyse the data.

### 2.2 Percentage Analysis

Simple percentage analyses were used to analyse the demographic characteristics of employee of hypermarket. Percentage analyses was calculated by using this formula:

$$\text{Percentage analysis} = \frac{\text{No of samples taken} \times 100}{\text{Total no of samples}}$$

### 2.3 Garrett Ranking

Garrett scoring technique was used to measure major factor among selected factors. It is used to analyse the factors of retention of employees, which was used to find the major factor to influencing the retention of employees. These ranks were converted into per cent position by using formula. Factors were listed in Table 3.

$$\text{Per cent position} = \frac{100 \times (R_{ij} - 0.5)}{N_j}$$

Where,

$R_{ij}$  = Ranking given to the  $i^{\text{th}}$  attribute by the  $j^{\text{th}}$  individual

$N_j$  = Number of attributes ranked by the  $j^{\text{th}}$  individual

### 2.4 Correlation

Correlation was used to identify the relationship between turn over intention and perceived organization support among employees of hyper market. Turnover intention with five-point Likert scale ranging from strongly agree to strongly

disagree was measured using 6 statements [10]. Eight statements are scored on a five-point Likert scale, with 1 being strongly disagreed with and 5 being strongly agreed with, in the condensed version of the Perceived Organizational Support Scale (POS-8), which measures perceived organisational support [11]. The scale captures employees' perceptions of how much their employers value their contributions and are concerned about their welfare.

**Ho:** There is no significant relationship between turn over intention and perceived organization support among employees of hyper market.

**H<sub>1</sub>:** There is significant relationship between turn over intention and perceived organization support among employees of hyper market.

### 3. RESULTS AND DISCUSSION

From the Table 1, it was stated that most of the employees in the organisation belongs to the age category of 31-40 which accounts for 48%.

Among the employees, 76 of them were females which holds for 80%. Secured working environment was the main reason quoted by many of female respondents and in addition to that, it provides stable income source which support their livelihood. Of the respondents, 39% of those polled had a higher secondary education and are now supporting their families after graduating school. Among the respondents, half of the respondents were newcomers to job with an experience of 1-5 years. From the table, it can be also concluded that majority of the employee respondent received an average monthly salary of Rs. 5000-15000. It depends on the experience of the employees in the company.

From the Table 2, it can be concluded that turn over intention is significant in relation to the perceived organization support (Accept H1). The result shows that turn over intention is inversely proportional to perceived organization support.

**Table 1. Demographic characteristics for employees of Hypermarket**

S. No	Particulars	Number of Employees (N=95)	Percentage
<b>1</b>	<b>Age (Years)</b>		
	21-30	30	14.7
	31-40	46	42.1
	41-50	13	29.5
	Above 51	6	13.7
<b>2</b>	<b>Gender</b>		
	Male	19	20
	Female	76	80
<b>3</b>	<b>Education</b>		
	Primary	23	24.2
	Secondary	25	26.3
	Higher secondary	37	39.0
	UG	8	7.4
	PG	2	3.1
<b>4</b>	<b>Family type</b>		
	Nuclear	70	86.6
	Joint	25	13.4
<b>5</b>	<b>Monthly salary (in Rs)</b>		
	5000-15000	85	90
	15000-25000	5	5
	Above 25000	5	5
<b>6</b>	<b>Marital status</b>		
	Married	79	83.2
	Unmarried	16	16.8
<b>7</b>	<b>Experience</b>		
	1-5 years	55	58
	5-10 years	30	32
	Above 10 years	10	10

**Table 2. Correlation matrix**

Matrix	POS	TIS	Significance
TIS	- 0.674	1	.000
POS	1	0.674	

\* Significance 0.01

*TIS – Turnover intention scale, POS – Perceived organisational support***Table 3. Factor influencing retention of employees**

S. No	Factors	Garrett score	Rank
1	High salary package	61.56	I
2	Organization support	58.49	II
3	Promotion based on performance	53.59	III
4	Recognition/reward for performance	43.55	IV
5	Job security	38.69	V
6	Organization reputation	29.12	VI

If turn over intention increased by one unit is equal to decrease by one unit of perceived organization support.

From the Table 3, it concludes that high salary package (61.56) was the major factor influencing the retention of employees followed by organization support with Garrett score of 58.49, promotion based on performance (53.59), recognition/reward for performance (43.55), job security (38.69), organization reputation (29.12). The organisation may build its approach on the factor that influence employee retention, such as providing perks and additional benefit packages.

#### 4. CONCLUSION

It is anticipated that this research will advance management science and aid organizations in developing employee retention strategies and policies that will satisfy the needs of their employees and encourage longer employment relationships. High salary package, organization support, promotion based on performance, recognition/reward for achievement, job security, and organization reputation are just a few of the areas where employee retention methods are put into practice [12]. Therefore, by implementing retention tactics and providing various welfare measures, the organization can impart certain practices that encourage employees to work well [13]. From the correlation studies and Garrett ranking, perceived organization support and satisfying salary package can retain many employees to this organization.

#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

#### REFERENCES

1. Stuber JM, Hoenink JC, Beulens JW, Mackenbach JD, Lakerveld J. Shifting toward a healthier dietary pattern through nudging and pricing strategies: A secondary analysis of a randomized virtual supermarket experiment. *The American journal of clinical nutrition*. 2021;114(2):628-37. Available: <https://doi.org/10.1093/ajcn/nqab057>
2. Kusuma B, Prasad ND, Rao MS. A study on organized retailing and its challenges and retail customer services. *Innovative Journal of Business and Management*. 2013;2(5):97-102.
3. Sharma DA, Bhardwaj P. Hypermarkets: Growth and challenges perspective in India. *Asia Pacific Journal of Marketing & Management*. 2015;23(19):2836.
4. Tiwari R. Employee Job Satisfaction and Its Impact on Employee Retention in Retail Sector with Reference to Lucknow. *IRE Journals*. 2021;5(6):78-82.
5. James L, Mathew L. Employee retention strategies: IT industry. *SCMS Journal of Indian Management*. 2012;9(3):79.
6. Zeffane R, Melhem SJ. Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the

- United Arab Emirates. Employee Relations; 2017.  
Available: <https://doi.org/10.1108/ER-06-2017-0135>
7. Belete AK. Turnover intention influencing factors of employees: an empirical work review. *Journal of Entrepreneurship & Organization Management*. 2018;7(3):1-7.  
Available: <http://dx.doi.org/10.4172/2169-026X.1000253>
8. Alkahtani AH. Investigating factors that influence employees' turnover intention: A review of existing empirical works. *International Journal of Business and Management*. 2015;10(12):152.  
Available: <https://doi.org/10.5539/ijbm.v10n12p152>
9. Al Mamun CA, Hasan MN. Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*. 2017(15,Iss.1):63-71.  
Available: <https://doi.org/10.21511/PPM.15%281%29.2017.06>
10. Roodt G. Concept redundancy and contamination in employee commitment research: Current problems and future directions. *SA Journal of Industrial Psychology*. 2004;30(1):82-90.  
Available: <http://dx.doi.org/10.4102/sajip.v30i1.135>
11. Eisenberger R, Huntington R, Hutchison S, Sowa D. Perceived organizational support. *Journal of Applied psychology*. 1986;71(3):500.
12. Rakhra HK. Study on factors influencing employee retention in companies. *International Journal of Public Sector Performance Management*. 2018;4(1):57-79.  
Available: <https://doi.org/10.1504/IJPSPM.2018.10009505>
13. Gorde SU. A Study of Employee Retention. *Journal of Emerging Technologies and Innovative Research*. 2019;6(6):331-337.

© 2022 Harish Prasanna et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*

*The peer review history for this paper can be accessed here:*  
<https://www.sdiarticle5.com/review-history/89800>