

The Effects of Job Stress and Perceived Organizational Support on Turnover Intentions of Hotel Employees

Ozge Adan Gok¹

Yılmaz Akgunduz²

Ceylan Alkan³

Abstract

The intention of employees to leave their work negatively affects the service process in hotel businesses. Therefore, various managerial practices are being implemented to increase employees' intention to voluntarily continue their work in the businesses. In this study, the effect of the perceived organizational support as a managerial practice and the job stress which is caused by the nature of the work on the intention of the employees to leave their work are examined. The universe of this research is employees who actively work in a 5-star hotel in July 2016, which are located in Izmir. 274 valid surveys were collected by the researchers. Multiple regression analysis was used to test the hypotheses which were developed based on the Social Exchange Theory. The analyses indicated that job stress and perceived organizational support are related to the employees' turnover intention. Moreover, it is determined that job stress increases the employees' voluntary turnover intention even though perceived organizational support reduces the turnover intention. Lastly, theoretical and managerial implications are discussed.

Keywords: Job Stress, Perceived Organizational Support, Turnover Intention, Hotel Management, Human Resource Management

Introduction

High employee turnover rate is considered to be one of the most important problems of the hotel businesses which are continuing their activities in the tourism sector. It is essential to conserve and increase customer satisfaction and maintain qualified employees in the labour market in which it is hard to find employees. Therefore, identifying and abolishing the reasons of turnover intentions of the employees who haven't leave the job legally are among the tasks of the managers and are the topics of many researches.

In hotel businesses where customer-employee relations are intense, there is job stress on the employees depending on the structural characteristics of the work being done. Although it is not possible to eliminate entirely the job stress most of the time, employees who expose to high levels of job stress, can exhibit undesirable attitudes and behaviour towards the organization. This situation causes the employees who are limited with their performance in the organization to voluntarily leave their job, moreover it can also be negatively reflected in the employees' private lives.

Like every employee, employees working in hotel businesses also want to feel that they are valued and appreciated by their organizations. Employees who thinks that they are valued, perceive higher organizational support. According to the Social Exchange Theory, employees who have high perceptions of organizational support will reciprocate by making more contribution to the organization.

¹ Dokuz Eylul University, Turkey; ozge.adan@deu.edu.tr

² Dokuz Eylul University, Turkey; yilmaz.akgunduz@deu.edu.tr

³ Dokuz Eylul University, Turkey; ceylan.alkan@deu.edu.tr

Received: Oct. 2017 / Revised: Dec. 2017 / Accepted: Dec. 2017 / Online First: Dec. 2017

Acknowledgment: This paper was presented and published in 7th Advances in Tourism and Hospitality Marketing and Management Conference, Famagusta, Cyprus, July 10-15, 2017.

The purpose of this empirical study on employees who are working in hotel businesses is to determine how job stress and perceived organizational support affects turnover intentions. In this context, after summarizing the literature on job stress, turnover intention and perceived organizational support, hypotheses were justified based on the Social Exchange Theory. Later, the hypotheses were tested by presenting the findings of the field research that were conducted in the 5-star hotel businesses operating in İzmir. In the conclusion section, the results of the findings were compared with the literature and the study was completed with the suggestions made for implication.

Literature Review

Job Stress

Today, expectations of the employees from the organization to carry out the work may exceed the authority and capacity of employees. This situation creates pressure on employees due to reasons related to work. This pressure is expressed as job stress in the literature of organizational behaviour (Mensah et al., 2016). Job stress is defined as a sense of inconsistency between demands from the business environment and individual capacities of the employees in order to fulfil these demands (Colligan & Higgins, 2003; Beheshtifar & Nazarian, 2013). According to European Commission (2002), job stress can be defined as an emotional, cognitive, behavioural structure that affect both the content of work and the organizations in a negative way and cause physiological reactions.

Besides affecting many tasks in the workplace, job stress is considered as one of the variables that affect employee performance. The employees' expectation from life is in accordance with the purpose of establishing a balance in work and personal life, increasing job satisfaction and reducing job stress. Therefore, job stress is being studied as one of the variables that affect the performance of employees in organizations (Christiana & Rajan, 2014). It has been determined in the researches that, job stress causes mental, behavioural and psychological problems and causes organizational problems in the workplace (Beheshtifar & Nazarian, 2013; Folera & Folerai, 2016) as well as stimulating working health problems to proceed and causes increase in mistakes made in organizations and speech problems and decrease of motivation and performance (Banerjee & Mehta, 2016; Folera & Folerai, 2016).

The physical effects of job stress on workers in the organization are occurred as unbalanced blood pressure, high cholesterol levels, muscle tension, diabetes, hypertension, ulcer, headache, substance dependence and clinical depression whereas psychological effects are depression, anxiety, pessimism and anger (Colligan & Higgins, 2003). The personality traits that individuals are influencing their ability to cope with stress and affect their behaviour against stressful situations. Furthermore, while job stress negatively affects employee satisfaction and self-esteem (Ekienabor, 2016; Yang et al., 2016), employees' perceptions of organizational support leads job stress to decrease (Turunç & Çelik, 2010; Lambert et al, 2016; Kang & Kang, 2016).

Turnover Intention

Turnover intention is defined as the thought, frequency and power of the employees' thoughts about leaving their workplace (Tett & Meyer, 1993; Tongchaiprasit & Ariyabuddhiphongs, 2016). Aggravation of working conditions in organizations and expectation of working over capacity of the employees by their organizations, affect employees in a negative way. Hence, employees, who are unhappy and stressed in their organizations, intention to leave their work. There are many factors that affect the intention to leave work in organizations. These factors arise because of the nature of the work that the employees do and the organizations which they are affiliated with. Conflicts in the organization, uncertainty, low job satisfaction (Kim et al., 2015), job stress that arise from work overload leads to increase on intention to leave the work (Chen et al., 2011). Moreover, emotional exhaustion, and organizational commitment (Cho,

Rutherford, Friend, Hamwi, & Park, 2017), organizational prestige and organizational identification (Akgunduz & Bardakoglu, 2017), emotional intelligence (Hong, & Lee, 2016), quality of work life (Mosadeghrad et al., 2011), job stress (Duraisingam et al., 2009; Arshadi & Damiri, 2013; Jung, & Yoon, 2014; Chao et al., 2015), career development programs within the organization, HRM (human resources management) applications such as employee relationship management (Long et al., 2012), demographic characteristics (Güzel et al., 2011; Duraisingam et al., 2009) affect employees' turnover intentions.

Perceived Organizational Support

Perceived organizational support (POS) occurs as a result of evaluating various elements such as valuing employees by their own businesses, using the benefits of approval, respect, payment and promotion, and accessing the information needed to perform their business better (Rhoades & Eisenberger, 2002). POS, which includes perceptions of employees' contributions to their businesses and their perception of welfare, is highly correlated with employees' organizational commitment (Kim et al., 2016) and is considered a precursor of organizational commitment (Rhoades et al., 2001).

POS has an experience-based nature that relates to the policies, norms and actions of the organizations (Eisenberger et al., 2001). Working in a supportive environment causes employees to be more willing to report their mistakes. Thus, they can reduce the occurrence of unsafe conditions that can result in a variety of costs (Baran et al., 2012). In addition to this, the belief that employees' contributions to their organizations are being assessed and importance is attached to their welfare by their organizations, reduces turnover intentions (Rhoades et al., 2001).

POS, correlate positively with the commitment and obligation to foster and deal with employees' organization (Eisenberger et al., 2001). Organizational commitment correlates negatively with voluntarily leaving work (Allen & Shanock, 2013). Furthermore, perceived managerial support also enhances perceived organizational support and reinforces obligation heard against the organization and emotional organizational commitment, thus reduces the intention of employees to leave work (Stinglhamber et al., 2002).

Hypothesis Development

The relationship between POS of hotel employees with turnover intentions can be explained by Social Exchange Theory. According to this theory, when hotel employees perceive that they are seen as valuable and are supported by their organizations, they will show desired behaviour such as keep working in the organization and increasing their performance. Consequently, employees who consider that they are valued and regarded by their organizations, they will be able to work in this organization in the future and their earnings will increase if they contribute to productivity, in other words who think that they are supported by their organizations, will also have less intention to leave the work voluntarily. The empirical researches (Anafarta, 2015, Ekmekçioğlu, & Sökmen, 2016, Akgunduz, & Sanli, 2017) also demonstrate this. Therefore, depending on both Social Exchange Theory and the empirical researches, perceived organization support is expected to decrease the turnover intention, thus H1 hypothesis was proposed.

H1. Perceived organizational support decreases turnover intention of hotel employees.

If the level of job stress of the employees is over the acceptable limits, this can cause the employees to confront physical, psychological and sociological problems and be unhappy. In the event of an organization that they working in or the job that they are performing is the source of stress, employees voluntarily move away from the organization and may want to get rid of the problems caused by stress. In the empirical research (Noor et al., 2008; Choi et al., 2013; Yenihan et al., 2014) it is suggested that stress increases turnover intention. H2 hypothesis is proposed because it is expected that job stress will increase employees' turnover

intentions due to the conducted empirical research and explanations.

H2. Job stress increases turnover intention of hotel employees.

Method

Sample and data collection

The sample of this research was employees working in 5-star business hotels in the centre of the city of Izmir in Turkey in 2016. There are 6 5-star business hotels in Izmir. During data collection, first we have contacted the human resources departments and a copy of the questionnaire was emailed to these departments. Four of the hotels accepted to participate in the study whereas five of the hotels declined. The research was conducted with these 4 5-star hotels. All employees regardless of their departments were included in the research; therefore, a convenience sampling method has been employed.

Researchers visited the hotels which volunteered to take part in the research and administered 286 questionnaires by face-to-face. 12 responses were deleted due to disqualification (n=4) or incompleteness (n=8). After the elimination, 274 questionnaires were coded and analysed. 63% of the participants were male and 61% of them were single. A good majority of the participants (78%) had a high school or university degree and 66% of them were 36 years old and above. When their work experience was analysed, 76% of them had 5 years of experience or less and 34% of them were working at F&B (food and beverage) department.

Instrument development

The questionnaire has 4 parts. The first part looks into the demographic information of participants (age, gender, marital status, education and department). The second part includes the Perceived Organization Support Scale. The scale was developed by Eisenberger et al. (1986). The third part includes the Job Stress Scale. This scale was developed by House and Rizzo (1972). The last part includes the Turnover Intention Scale. The scale was developed by Wayne et al. (1997). All the constructs were measured by a five-point Likert scale ranging from “strongly disagree” to “strongly agree.” All questionnaire items are shown in Table 1.

Results

In order to test the hypothesis of the research, primarily the reliability levels of the scales that are utilised within the scope of the research were determined. In this context, explanatory factor analysis was performed and Cronbach Alpha values were determined. When explanatory factor analysis is performed, it is assumed that the eigenvalue is greater than 1, factor loads are more than 0.30, the load difference between the adjacent items is more than 0.10, and each factor consists of at least 3 items. The explanatory factor analysis and reliability values of perceived organizational support, job stress and job satisfaction scales are summarized in Table 1.

Table 1. Results of Validity and Reliability Analysis of Scales

	Factor/Items	Factor Loadings	Eigenvalue	Explained Variance	Mean	Alpha
Perceived Organizational Support	<i>Positive Perceived Organizational Support</i>		4.438	44.147	3.321	.90
	The organization strongly considers my goals and values.	.848				
	The organisation takes pride in my accomplishments at work.	.844				
	The organization wishes to give me the best possible job for which I am qualified.	.843				
	The organization tries to make my job as interesting as possible.	.813				

Table continued on the next page

	The organisation cares about my general satisfaction at work.	.756			
	The organization values my contribution to its well- being.	.754			
	If I decided to quit, the organization would try to persuade me to stay.	.668			
	<i>Negative Perceived Organizational Support</i>		1.578	16.015	3.223 .54
	If my job were eliminated, the organization would prefer to lay me off rather than transfer me to a new job.	.778			
	The organization feels there is little to be gained by employing me for the rest of my career.	.698			
	If the organization could hire someone to replace me at a lower salary it would do so.	.672			
	<i>Job Stress</i>		3.146	52.441	3.014 .81
	I feel frustrated because of my work.	.820			
	I work under a quite big tension.	.803			
<i>Job Stress</i>	Problems that are related with work are causing sleeping problems.	.772			
	If I were working in a different job, my health would probably be better.	.751			
	I feel nervous before the meetings held at the hotel.	.650			
	My job is likely to directly affect my health.	.497			
	<i>Turnover Intention</i>		2.386	75.525	2.758 .87
	It is likely that I will actively look for a new job next year.	.943			
	I often think about quitting.	.889			
<i>Turnover Intention</i>	I will probably look for a new job new year.	.840			

Firstly, descriptive factor analysis was applied to the POS scale (the first part of Table 1). KMO value was 88% and the Barlett test was significant in the analysis. In the analysis results of the scale, 10 items were gathered in two dimensions. When the distribution of the items in the dimensions are examined, the first sub-dimension describes about 44% of the total variance. The factor loadings of the factors in the factor range between 0.848 and 0.668. Furthermore, the average of the factors was determined as 3.321 and the reliability value was determined as 0.90. This factor was named "*Positive Perceived Organizational Support*" because the items in the scale showed the presence of organizational support perception of the employees. The second sub-dimension described about 16% of the total variance. The loadings of the items in the factor ranged from 0.778 to 0.672, the factor's average was 3.223 and the reliability value was 0.54. The factor was called "*Negative Perceived Organizational Support*" because the elements in the factor reflected negative opinions of employees on organizational support. Factor analysis was then applied to the Job Stress Scale (second part of Table 2). An item which is in the original scale and consisting of 7 items was removed from the analysis and the analysis

was repeated because the item had loading below 0.30. In the analysis, the value of KMO was approximately 83% and the Barlett Test was significant. The factor loadings of the items range from 0.820 to 0.497. The overall mean of the scale was 3.014 and the reliability was 0.81.

Finally, factor analysis was applied to Turnover Intention scale (the last part of Table 2). The KMO value was approximately 66% and the Barlett test score was determined as significant. It was determined that the three items were accounted for 76% of the total variance, average of the scale was 2.758 and reliability was about 87%. When the reliability scores of the scales are examined, it is seen in Table 2 that all the reliability values were over 80% except Negative Organizational Support Perception subscale. Therefore, the scale that were utilized in the scope of research is valid and reliable.

Correlation analysis was performed to determine the relationship between variables (Table 2). It was determined that Negative Perceived Organizational Support is negatively related to job stress ($r = -.281$ $p < 0.01$) and turnover intention ($r = -.440$ and $p < 0.01$). Positive Perceived Organizational Support is negatively related to job stress ($r = -.358$ $p < 0.01$) and turnover intention ($r = -.328$ and $p < 0.01$). Job stress was positively related with turnover intention ($r = .473$ $p < 0.01$).

Table 2. Correlation Analysis

Variables	St. D.	Mean	NPOS	PPOS	JS	TI
Positive Perceived Organizational Support (PPOS)	1.05	3.321	1			
Negative Perceived Organizational Support (NPOS)	1.04	3.223	.097	1		
Job Stress (JS)	.50	3.014	-.281**	-.358**	1	
Turnover Intention (TI)	.92	2.758	-.440**	-.328**	.473**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Multiple regression analysis was performed to test the hypotheses which was proposed in the research. In this analysis, it was determined that the perception of job stress and perceived organizational support together explain turnover intention 35.5%, and a unit increase in job stress increases the intention to leave the work by 0.31, a unit increase in the positive perception of organizational support decreases the employees' turnover intention by 0.33, a unit increase in the positive perceived organizational support decreases the employees' turnover intention by 0.18. Thus, the hypotheses H1 and H2 are accepted. The equation can be written (while constant was 3.626) as:

$$Y (\text{Overall Turnover Intention}) = 3.626 + 0.313 (\text{JS}) + (-0.334) (\text{PPOS}) + (-0.183) (\text{NPOS})$$

Table 3. Multiple Regression Analysis

Variables	Standardized Coefficients Beta	t-value	Sig.	VIF
Positive Perceived Organizational Support (PPOS)	-.334	-6.567	.000	1,086
Negative Perceived Organizational Support (NPOS)	-.183	-3.494	.001	1,147
Job Stress (JS)	.313	5.770	.000	1,233

R=0.596 R²=0.355 ΔR²=0.348 F=49.565 Sig.=0.001

Dependent Variable: Turnover Intention

Discussion

In this study, the effect of job stress and organizational support perception on turnover intention which is accepted among the most important issues of turnover rate. In this context hypotheses have been developed based on Social Exchange Theory. Firstly, this research is expected to reduce employees' turnover intention by perceived organizational support. The research findings support this hypothesis. This finding, depending on the Social Exchange Theory, is supporting the results of Paille et al. (2010), Dawley et al. (2010)'s researches in which it was determined that employees who are valued by their organizations, and perceived that their efforts are appreciated, increases their intention to continue at the work. In order to provide the qualified employees to stay at work, it will be useful to ensure the perceptions that the contributions which were made by employees are important for the hotel. Moreover, the hotel management should be concerned about the employees, even if the employees' performance in the organization decreases, the managers should support the employees for their well-being and should allow them to continue working.

Despite the fact that the mistake should be tolerated, it is hard to remove the feeling of dissatisfaction in the customer as a result of employees' mistakes. Therefore, giving feedback to the employees about their mistakes as well as giving feedback to their success, and if needed training them or changing their task would be useful. In other words, since businesses are economic units, their performance should contribute to both customer satisfaction and the goals of the business. Supporting employees whose performances and contributions to the organization is low, waste of limited resources of the organization will be obstructed.

Secondly, in this study, it was expected that employees' job stress would increase their intention to leave the job. The findings of this study support this hypothesis. This finding supports the results of the research indicating that due to moving away from stressful work environment, employees have an intention to leave their work when they are under stress (Zincirkiran et al., 2015; Akova et al., 2016). While hotel businesses are producing services, they operate in an area where human relations are performing intensively

Surplus of working time, inability to taking a holiday, financial and social problems such as injustice in the working loads and promotions leads to an increase in job stress of employees. Some researches demonstrate that when employees are likely to lose their sources, their stress levels increase and this leads them to perform higher performance. However, it has been generally accepted that job stress is a factor that reduces the productivity of employees. Therefore, even if they cannot completely remove stress, hotel managers must implement managerial practices in order to reduce stress level.

Providing compatibility between employee competence and resources (time, equipment, etc.) which are necessary to carry out the duties and the sources and that employees have, instead of giving employees feedback in a demoralizing way communicating with them effectively in order to ensure an increased awareness of their own by hotel managers would increase employees' intention to continue working. Although they intend to leave the organization, employees in countries and businesses which have high unemployment rates, prefer to continue working in their jobs because of the limited opportunities for alternative jobs. The consequences such as low performance and high absenteeism in this case negatively affect customer satisfaction and organizational success. When they find an alternative job they immediately leave the organization. This brings about a number of costs such as finding a new employee, selecting, training and adapting processes. As a result, hotel managers need to support employees and reduce the factors that cause job stress, as explained above, in order to ensure the employees to voluntarily continue to work in the hotel.

Limitations

The most important limitation of this research is that the sample size is not enough for the universe. Therefore, all suggestions made for this reason has been limited to hotel businesses

who agreed to participate in the study. There are also limitations of the study arising from data collection methods. In the data collection process, using a larger sample and interview method will enable the researchers to generalize the research results and to provide more information about job stress, perception of organizational support and intention to leave. Data in this study was collected only from the perspective of employees. In future studies, gathering data from both the employees and the operating point of view, will provide important clues to the researcher for the application outcomes.

References

- Akgunduz, Y., & Sanli, S.C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, 31, 118-125.
- Akgunduz, Y., & Bardakoglu, O. (2017). The impacts of perceived organizational prestige and organization identification on turnover intention: The mediating effect of psychological empowerment. *Current Issues in Tourism*, 20(14), 1510-1526
- Akova, O., Emiroglu, B.D., & Tanriverdi, H. (2015). Satisfaction and turnover intent: A study at five star hotels in İstanbul. *Journal of Management, Marketing and Logistics*, 4(2), 378-402.
- Allen, D. G., & Shanock, L. R. (2013). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior*, 34, 350-369.
- Anafarta, N. (2015). Algılanan örgütsel destek ve işten ayrılma niyeti ilişkisi: İş tatmininin aracılık rolü. *İşletme İktisadi Enstitüsü Yönetim Dergisi*, 26(79), 112-130.
- Arshadi, N., & Damiri, H. (2013). The relationship of job stress with turnover intention and job performance: moderating role of OBSE. *Social and Behavioral Sciences*, 84, 706 - 710.
- Banerjee, S., & Mehta, P. (2016). Determining the Antecedents of Job Stress and Their Impact on Job Performance: A Study Among Faculty Members. *IUP Journal of Organizational Behavior*, 15(2), 7-24.
- Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business and Psychology*, 2, 123- 147.
- Beheshtifar, M., & Nazarian, R. (2013). Role of occupational stress in organizations. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9), 648-658.
- Chao, M. C., Jou, R. C., Liao, C. C., & Kuo, C. W. (2015). Workplace stress, job satisfaction, job performance, and turnover intention of health care workers in rural Taiwan. *Asia-Pacific Journal of Public Health*, 27(2), 18271836.
- Chen, M. F., Lin, C. P., & Lien, G. Y. (2011). Modelling job stress as a mediating role in predicting turnover intention. *The Service Industries Journal*, 31(8), 1327-1345.
- Cho, Y. N., Rutherford, B. N., Friend, S. B., Hamwi, G. A., & Park, J. (2017). The Role of Emotions on Frontline Employee Turnover Intentions. *Journal of Marketing Theory and Practice*, 25(1), 57-68.
- Choi, B.K., Moon, H.K., Nae, E.Y., & Ko, W. (2013). Distributive justice, job stress, and turnover intention: Cross-level effects of empowerment climate in work groups. *Journal of Management & Organization*, 13(3), 279296.
- Christiana, B.V., & Rajan, J.S. (2014). Impact of stress and job satisfaction towards work life balance of it professionals and private sector executives: an empirical study. *International Journal Of Research In Commerce & Management*, 5(8), 36-39.
- Colligan, T. W., & Higgins, E. M. (2006). Workplace stress: Etiology and consequences. *Journal of workplace behavioral health*, 21(2), 89-97.
- Dawley, D., Houghton, J.D., & Bucklew, N.S. (2010). Perceived organizational support and turnover intention: the mediating effects of personal sacrifice and job fit. *Journal of*

- Social Psychology*, 150(3), 238-257.
- Duraisingam, V., Pidd, K., & Roche, A. M. (2009). The impact of job stress and job satisfaction on turnover intentions: A study of Australian specialist alcohol and other drug workers. *Drugs: education, prevention and policy*, 16(3), 217-231.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, 86(1), 42-51.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Ekienabor E. E. (2016). Impact of job stress on employees' productivity and commitment. *International Journal for Research in Business*, 2(5), 124-134.
- Ekmekçioğlu, E.B., & Sökmen, A. (2016). Algılanan örgütsel desteğin işten ayrılma niyetine etkisinde örgütsel bağlılığın aracı rolü: Sınır birimi çalışanları üzerine bir araştırma, *International Review of Economics and Management*, 4 (2), 32-45.
- European Commission (2002), "Guidance on Work-Related Stress: Spice of Life or Kiss of Death, European Communities, Luxembourg, European Communities", available at <https://osha.europa.eu/data/links/guidance-on-work-related-stress>.
- Güzel, B., Perçin, N. Ş., & Tükeltürk, Ş. A. (2011). The relationship of perceived organizational support with organizational cynicism and its effects on turnover intent: a research on 4 and 5 star hotels. *Young Economists Journal/Revista Tinerilor Economisti*, 9(17), 198-215.
- Hong, E., & Lee, Y. S. (2016). The mediating effect of emotional intelligence between emotional labour, job stress, burnout and nurses' turnover intention. *International journal of nursing practice*, 22(6), 625-632.
- House, R. J., & Rizzo, J. R. (1972) Role conflict and ambiguity as critical variables in a model of organizational behavior. *Organizational Behavior and Human Performance*, 7, 467-505.
- Jung, H.S., & Yoon, H.H. (2014). Antecedents and consequences of employees' job stress in a foodservice industry: Focused on emotional labor and turnover intent. *International Journal of Hospitality Management*, 34, 84-88.
- Kang, S.W., & Kang, S.D. (2016). High-commitment human resource management and job stress: supervisor support as a moderator. *Social Behavior and Personality*, 44(10), 1719-1732.
- Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence, *Journal of Organizational Behavior*, 37, 558-583.
- Kim, S. S., Im, J., & Hwang, J. (2015). The effects of mentoring on role stress, job attitude, and turnover intention in the hotel industry. *International Journal of Hospitality Management*, 48, 68-82.
- Lambert, E. G., Minor, K. I., Wells, J. B., & Hogan, N. L. (2016). Social support's relationship to correctional staff job stress, job involvement, job satisfaction, and organizational commitment. *The Social Science Journal*, 53(1), 22-32.
- Long, C. S., Perumal, P., & Ajagbe, A. M. (2012). The impact of human resource management practices on employees' turnover intention: A conceptual model. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 629-641.
- Mensah, J., & Amponsah-Tawiah, K. (2016). Mitigating occupational stress: The role of psychological capital. *Journal of Workplace Behavioral Health*, 31(4), 189-203.
- Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2011). A study of relationship between job stress, quality of working life and turnover intention among hospital employees. *Health Services Management Research*, 24(4), 170-181.
- Noor, S., & Maad, N. (2008). Examining the relationship between work life conflict, stress and

- turnover intentions among marketing executives in Pakistan. *International Journal of Business and Management*, 3(11), 93-102.
- Paille, P., Bourdeau, L., & Galois, I. (2010). Support, trust, satisfaction, intent to leave and citizenship at organizational level. A social exchange approach. *International Journal of Organizational Analysis*, 18(1), 4158.
- Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Rhoades, L., Eisenberger, R. & Armeli, S. (2001). Affective Commitment to the Organization: The Contribution of Perceived Organizational Support. *Journal of Applied Psychology*, 86(5), 825-836.
- Stinglhamber, F., Vandenberghe, C., Rhoades, L., Eisenberger, R., & Sucharski, I. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.
- Tett, R., & Meyer, J. (1993). Job satisfaction, organizational commitment, turnover intention and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46, 259-293.
- Tongchaiprasit, P., & Ariyabuddhiphongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33-40.
- Turunç, Ö., & Çelik, M. (2010). Çalışanların algıladıkları örgütsel destek ve iş stresinin örgütsel özdeşleşme ve iş performansına etkisi. *Yönetim ve Ekonomi*, 17(2), 183-206.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Yang, H. C., Ju, Y. H., & Lee, Y. C. (2016). Effects of job stress on self-esteem, job satisfaction, and turnover intention. *Journal of Transnational Management*, 21(1), 29-39.
- Yenihan, B., Öner, M., & Çiftçiyıldız, K. (2014). The relationship between job stress and intention to leave: A study on automotive company. *Journal of Labour Relations*, 4(1), 38-49.
- Zincirkıran, M., Çelik, G.M., Ceylan, A.K., & Emhan, A. (2015). İşgörenlerin örgütsel bağlılık, işten ayrılma niyeti, iş stresi ve iş tatmininin örgütsel performans üzerindeki etkisi: Enerji sektöründe bir araştırma. *Finans Politik & Ekonomik Yorumlar*, 52 (600), 59-71.