
**PERCEIVED ORGANIZATIONAL SUPPORT, SELF-EFFICACY AND TURNOVER INTENTIONS IN
SECONDARY HEALTHCARE SECTOR IN NIGERIA: THE MEDIATING ROLE OF CONTINUANCE
COMMITMENT**

BY

¹Kadri Aliu Mukaila, ²Ladan Sahnun, ³Auwalu Inusa & ⁴Sani Abdullahi

^{1,2&4}Department of Business Administration, Ahmadu Bello University, Zaria, Nigeria.

³International Centre of Excellence for Rural Finance and Entrepreneurship, Ahmadu, Bello University,
Zaria, Nigeria.

Email: kadri4custom67@gmail.com

Abstract

Empirical evidence suggests that reasonable number of employees in Nigeria secondary healthcare sector leave their organizations for alternative jobs elsewhere especially when their services are most needed in public sector. The problem is worrisome particularly the outflows of medical doctors to developed countries in search of better alternatives. The study examined the role of continuance commitment in the relationship between perceived organizational supports, self-efficacy and turnover intentions among employees of secondary healthcare sector, in Kwara state. The research is quantitative in nature employing both survey and cross-sectional research designs. Two hundred forty-three (243) pieces of the questionnaire were distributed to respondents of which 227 pieces were valid and used for analysis. The study utilized structural equation modelling to ascertain the hypothesized relationship. The finding revealed that perceived organizational support, self-efficacy and continuance commitment have negative and significant effect on employee turnover intention. In addition, continuance commitment significantly mediated the relationship between perceived organizational support, self-efficacy and turnover intentions. The study recommended that organizations should create and execute policies that significantly boost staff support, such as more complete onboarding procedures, mentoring programs, and systems for frequent feedback and appreciation. Investing in these areas may increase perceived organizational support, which reduces turnover intentions. Also, more training will increase the capacity and capability of employee and ultimately self-efficacy that can reduce intention to quit.

Keywords: Perceived organizational support, self-efficacy, continuance commitment, turnover intentions job demands-resources model.

Introduction

In the competitive world environment, organizations have to result to efforts to cope with satisfying employees in order to retain them and resolve global trend of high rate of job dissatisfaction and subsequent turnover. Human resource is the greatest factor of production and to achieve organizational objectives, serious and workable strategies need to be developed to forestall continuous exiting of employees in search for alternative jobs elsewhere. Organization in the modern era must evolve serious strategies in order to retain their employees' talent. It needs special attention since it can affect work force climate and lead to decreasing performance (Chang, Black & William 2013). Turnover intention is no doubt a widely researched construct in the field of industrial psychology (Fortuin 2017; Mthembu 2017; Hendricks 2017; Tumwesigye 2010; John Hausknecht, Holwerda & Heavey 2013; Sidiqi, Hashim & Malmood 2023). Plethora of studies that have focused on this variable to investigate the relationships between turnover intention and its predictors. However, turnover intention has not shown any positive rate (Rizwan, Arshad, Munir, Iqbal, Hussaun 2014). Globalization keep revising at the rapid speed, the phenomena of employee turnover forces companies to compete with other organizations in order to keep their best talents (Rajan, 2013).

Over the years, turnover rate has become the main challenge for industries. Based on these previous studies, there are many questions regarding why turnover occurs among employees in the organization (Jeetesh, 2015).

Majority of these studies are conducted in developed countries, leaving developing countries like Nigeria to face the impact of this brain drain scenario considering the international context among the workforce particularly the doctors in the secondary health care sector. Scholars have noted that the failure to provide optimal assignments for professionals may result in over qualified professionals assigned to less demanding jobs, which may eventually result in the turnover of professionals (Naveh, Richter, Altshalar, Gresh & Connors, 2007).

Practices that signal investments and inducements should negatively relate to turnover rates because they imply employer commitment to building long term rewarding employee relationships. These include high commitment or high performance. Work system (Conbes, Huang & Liu, 2008; Guttrie, 2001) and other human resources practices that enhance motivation and commitment and decrease the attractiveness of available alternatives (Batt & Colvin, 2011). It is therefore widely acknowledged that identifying and dealing with antecedents of turnover intention is an effective way of reducing actual turnover (Tumwesigye, 2010). Perceived organizational support is belief to be one of such antecedents and researches on the understanding of the term has continued for over long period of time. Among the paucity of studies in African context that examined the relationship of perceived organizational support and turnover intention factors that correlate the POS and turnover intention is Okell-Ouni 2004 in Uganda who investigated the relationship between POS and sales force turnover intention among manufacturing companies found that turnover intentions and actual turnover of sales force are significantly and negatively related to POS. Studies have shown an inverse relationships between POS and turnover intention. Ghosh, Goel, Ditta and Singh (2019) confirmed that POS has an indirect impact on turnover intention mediated by affective commitment and direct effect of POS on turnover intention, (Harachwati, Sulistiawanalfirdaus & Gonzales 2018; Alhashni, Jabeen & Papaslathopoulos, 2019).

Another factor that has been identified as an antecedent of turnover intention is self-efficacy (Chan & Lai, 2012; Park & Jung, 2015; Chami-Malaeb, 2020; De Simone, et al, 2018; Park & Kim, 2013; Kim & Chai, 2012) have studied the impact of self-efficacy on turnover intention. Shahpouri (2016), observed that the relationship between self-efficacy, hope, resilience optimism and turnover intention was negatively and mediated by work engagement. In a related study, Kim and Kang (2013) found that nurses' turnover intention decreases when self- efficacy increases. However, comparing self-efficacy with other factors, it is less predictive. The fact that self-efficacy in relation to turnover intention has been under-researched in literature necessitated this study owing to the fact that self-efficacy is strongly related to withdrawal behavior (Hayes et al., 2006). Him and Park (2013) revealed that the higher the self- efficacy among dental hygienist from different dental institutions in Cheonbulk Province, the lower their turnover intentions. It was also revealed that their turnover intentions and the most influential factor was their sense of competences. A low self-efficacy related to work could discourage people from investing emotionally in the organization and therefore decrease the levels of affective commitment, increase interpersonal conflict and lead to wanting to leave the organization (Caesens & Stinglhamber 2014). Plethora of studies have linked perceived organizational support and self-efficacy to turnover intention (Joo, Hahn & Peterson, 2015; Mondo, Pileri, Carta & Simone, 2022; Hamdan & Bani Issa, 2022; Winarno, Prasetyo & Laturlean, 2022). However, most of these studies largely investigated the direct relationship between these constructs or adopt any of them as intervening variable with the resultant variable being turnover intentions. This study takes an in depth look into the role of continuance commitment as a mediating variable. Therefore, the study's main objective is to ascertain the mediating role of continuance commitment on the relationship between perceived organizational supports, self-efficacy and turnover intention of doctors in secondary health Care Sector in Kwara state, Nigeria.

Literature Review

Concept of Turnover Intention

Turnover intention is an employee' reported willingness to leave her organization within a given period of time and is often used for studying actual employee turnover (Lazzari, Alvarez & Ruggieri, 2022). It can be classified as voluntary when it is the employee who decides to terminate the working relationship or involuntary when it is the employer who decides to terminate the appointment (Holton, Mitchell, Lee & Eberly, 2008). The phenomenon of

turnover intention in the field of human resource management has been one of the most popular subjects (Alha, Wan & Mat, 2015). In the recent years, the notion turnover intention has become a central attraction of research in various fields of management discipline; therefore, prompting more and more executives/managers in different business sectors to take this concept into consideration to effectively manage their employees (Li, Zhang, Xiao, Chen & Lu, 2019). A motivated and committed workforce is critical to competitive advantage (Abrecht, Bakker, Gruman, Macey & Saks, 2015; Macey & Schneider, 2008). According to Allen, Bryant and Vardaman (2010), replacing an employee can cost more than a year salary for the position being filled. Hausknecht and Trevor (2011) noted that turnover results in the loss of both social and human capital. Hassan and Jagirani (2019) concluded that in the 21st century, the concept of job turnover intention is considered key concept in management for a successful career of an employee and business survival at all levels, predominantly in the service industry.

Turnover create serious consequences for the organization in today's business world including a number of difficulties in finding a replacement, recruitment, selection, training and development, socialization cost and perception of service quality by customers (Saeed, Waseem, Sikander & Rizwan, 2014). Turnover intention is viewed as willingness to change jobs or as a result of unforgettable conditions perceived by workers (Hongvichit, 2015). In both such cases, it may pose a problem for the development of enterprises (Marina, Pileri, Carta & Simone, 2022). Turnover intention is a phenomenon which has negative effect on organization and one of the variables that can affect it is self-efficacy. According to studies (De Simone et al., 2018; Lu et al., 2016), among the variables that can positively or negatively affect turnover intention inside the organization, we find self-efficacy. Previous researchers focused on what causes the employees to leave an organization and how they left. (Mobly, 1983; Branham, 2005) opined that there are many reasons for employees to leave work or quit organizations and their feelings, the difference between their work and workplace and their expectation and discrepancy between the job and the person. Also, there is little training and feedback, there are very few opportunities for growth and progress. Alshammari, Al Qaied, Hamzah and Matalqa 2016 noted that many variables influence the decisions of employees to quit work and can be divided into internal and external variables. While the internal include perceived organizational support, pay satisfaction, administrator support and organizational attractiveness, external variables include balance between family work, the labor market and macro-economic factors.

Concept of Perceived Organizational Support

According to studies (Eisenberger, Huntington, Huntington & Sowa 1986; Rhoda & Eisenberger 2002), the degree to which employees believe that their organizations value their contributions and care about their wellbeing is termed perceived organizational support. Organizational support Theory (OST), Eisenberger et al 1986; Rhoades & Eisenberger 2002, Shore & Shore 1995) posited that in order to meet socio emotional needs and to access the benefits of increased work effort, employees form a general perception concerning the extent to which the organization value their contributions and cares about their wellbeing. Eisenberger et al. (1986) posited that if employees perceive more support from the organization, they are likely to develop more positive attitudes towards the organization. The perception of support from the organization reduced negative or unproductive attitude and increase their productive attitude for better performance (Eisenberger et al (1990). Sherony and Green (2002) asserted that since employees often reciprocate to their organizations in kind, it is reasonable to expect that POS will induce a strong desire to stay with the organization. This study, therefore define organizational support as a valued efforts by the organization to assists workers to effectively and efficiently carry out his/her role in work place without bias. Fewer scholars have shown an inverse relationship between POS and turnover intention. Ghosh, Goel, Dutlas and Singh (2019) confirmed that POS has an indirect impact on turnover intention mediated by affective commitment and the direct effect of POS on turnover inflation is insignificant. Buhari and Yong (2020) revealed that POS has no impact on turnover intention.

In the same vein, Alhashni, Jabeen and Papa Stathopoulos (2019) view, that POS has no impact on turnover intention was also support by Buhari and Yong (2020). Zibarras, Lara and Ballinger (2011) discovered that organizational support was not a significant predictor of employee turnover intention in the organization. Marchand & Vandenberghe (2016) found that POS has negative influence on turnover intention. Hobfull (2001) on a contrary noted that employees

who preceded less support from the organization may be more likely to leave the organization. These mixed results indicate inconsistency in findings. Therefore, it is proposed thus:

Ho1: Perceived organizational support does not significantly affect turnover intention among Doctors of a selected secondary healthcare center in Kwara State.

Concept of Self-efficacy

Self-efficacy is the belief about one's personal ability to implement the necessary actions to achieve specific goals (Bandura 1997). It is also defined as perceived capabilities for performing actions at designated capacities. Expected self-efficacy is believed to be the strongest determinant of behavioral change, for it determines the mutual decision to implement a behavior (Carleton, Barling & Trivisonno 2018). Self-efficacy is individuals' belief that they are able to carry out certain activities, produce achievement in the activities and conduct certain effect with their actions (Pulungan 2021; Tian, wang, Zhan & Wen 2019; De Cleg& Haq, Azeem 2018). Robbins & Judges (2013) considered that self-efficacy relates to individual who can psychologically identify himself with his work to consider his performance essential for himself, in addition to the organization. Stajkonic and Luthans (1998 P66) defined the concept of self-efficacy in the workplace as one's conviction (or confidence) about his/her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context. According to the definition self-efficacy may play a critical role in the development of occupational stress, which occur when an individual perceives the demands from their environment as exceeding their coping ability and resources which self-efficacy refers to the person belief about their ability and cognitive resource. This study defines self-efficacy as a personal conviction in ability to exercise specific skill possessed by individual efficiently and effectively even without co-support. Among the variables that can positively affect or negatively affect the turnover intention inside the organization, we found self-efficacy (De-Simone et al., 2018; Lu et al., 2016). A low self-efficacy related to work could discourage people from investing emotionally in the organization and therefore decrease the level of affective commitment, increase inter personal conflict and lead to wanting to leave the organization (Caesens, Stingthambers& Merop 2019). Turnover intention is a phenomenon which has negative effect on organization and one of the variables that can affect this is self-efficacy. Kim, Choi and Seong (2012) has shown that self-efficacy has a positive relationship with job experiences, public work and turnover intention. However, J Korean Soc Dent Hygiene (2012), posited that self-efficacy, job satisfaction and organizational commitment has a negative association with turnover. Kim and Kan (2013) found that nurses turnover intention decreases when self-efficacy increase. However, comparing self-efficacy with other factors, it is less predictive, because either high or low level self-efficacy, employee may exhibit character to leave the organization to seek for alternative job, or remain with it for lack of alternative job elsewhere. The fact that self-efficacy in relation to turnover intention has been under-researched in literature in Nigeria context, necessitated this study owing to the fact that self-efficacy is strongly related to withdrawal behavior (Hayes et al., 2006). Thus, the following hypothesis proposed.

Ho2: Self-efficacy does not significantly affect turnover intention among doctors of a selected secondary healthcare center.

Concept of Continuance Commitment

Continuance commitment as a concept is one of the three dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment). The affective commitment is defined as "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization" (Allen & Meyer, 1990.). Normative commitment is the internalized pressure to align an individual's goals to the organizational values and interests (Meyer & Allen, 1997). The third dimension which is the focus in this study is continuance commitment. It evolved from Becker's (1960) side-bet-theory which proposed that employees maintain membership with their organization in order to preserve accumulated side-bets (e.g. benefits, pension), This extrinsic form of commitment derives from economic and

instrumental principles that are based on compliance, such that people remain committed in order to avoid specific punishments (Beckers et al., 1996). Continuance commitment is an attachment to one's organization that exists so long as maintaining membership, guarantees continued personal rewards and prevents the loss of valued investment, particularly when few employment alternatives exist or the cost of pursuing them is too high. Existing literature have found how the continuance commitment is related to continuing and individuals' traits within an organization (Meyer et al., 2019). Gokyer (2020) posited that the psychological contract theory is about the beliefs of obligations between individuals and their exchange partners. Studies have established relationships between organizational commitment and self-efficacy. Syabarrudin, Eliyan and Naimah (2020) linked self-efficacy with organizational commitment with significant influence, also, there was positive and significant relationship between self-efficacy and the three sub scales of organizational commitment in the study of Agarwal and Mishra (2016). Perceived organizational support has also been linked with commitment especially continuance commitment. Shore and Tetrick, (1991), suggested that perceived organizational support might reduce feelings of entrapment (i.e., continuance commitment) that occur when employees are forced to stay with an organization because of the high costs of leaving. Plethora of studies (e.g. Guntur & Hasan, 2012; Yucel, 2012; Elizabeth, Yulianti., & Thakar, 2021; Muthukumar, 2017; Faloye, 2014) have established that continuance commitment is a predictor of turnover intentions. Therefore, the following hypothesis is proposed:

Ho3: Continuance commitment does not significantly affect turnover intentions in a selected secondary healthcare center in Kwara state

Continuance Commitment as a Mediator

Continuance commitment has been employed as a mediator in a plethora of studies, e. g. mediated the relationship between Training, satisfaction and turnover intention, (Jason & Isom 2023), Burnout and Organizational Citizenship Behaviors (Khan, Jehan, Shaheen & Ali 2018), Direct Leadership and Innovative work Behavior (Mutmarnah, Yuniarsih, Sojanah, Rahayu & Nusanna 2023). Meanwhile, this study employed continuance commitment as a mediator in the relationship between self-efficacy, perceived organizational support and turnover intentions based on suggestions of Mackinnon (2008), that when there is substantial prior research on the topic literature review to determine conceptual theory and action theory links and based on a psychological theory of the process as well as the prior mediation analyses. In the relationship between POS and turnover intention, voluntary is of particular interest because POS has thus far been found to be associated with turnover intention (D.Allen et al., 1999; Guzzo et al., 1994), but not with actual turnover. On the basis of organizational support theory, POS should decrease voluntary employee turnover via continuance commitment. Continuance commitment would promote POS via side-bets obligation. Mackinnon (2008) contended that the higher the levels of self-efficacy, the higher the number of inducements offered by the organization will result in continuance commitment employee providing extra effort to ensure their continued employment. The fewer alternatives that are available to the continuance committed employee, the more dedicated they tend to be (Iverson & Butgreg, 1998). Therefore, the following hypothesis proposed:

Ho4: continuance commitment does not significantly mediate the relationship between perceived organizational support and turnover intention of employees of a selected secondary healthcare center in Kwara state.

Ho5: continuance commitment does not significantly mediate the relationship between self-efficacy and turnover intention of employees of a selected secondary healthcare center in Kwara state.

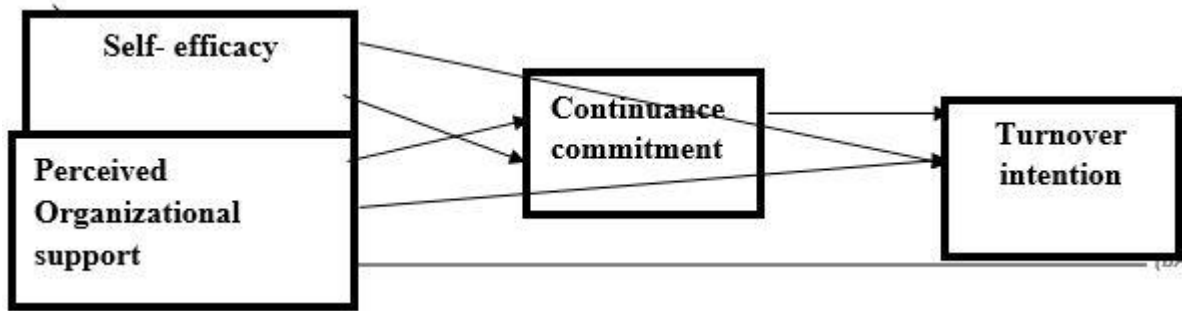


Fig.1: Conceptual Framework

The conceptual framework showing the relationship between the two predictors (POS and SE) and Mediator (Continuanance commitment) predicting the criterion (Turnover intention).

Methodology

The paper used a quantitative research design which entails the use of numeric data to analyze the relationship between two or more variables using statistical procedures (Creswell & Creswell, 2018). Specifically, the study employed a cross-sectional survey research design to provide for data collection from a number of subjects within the same timeframe, and at a single point in time. In a cross-sectional study, the researcher measures the outcome and the exposures of the study participants at the same time (Setia, 2018). The study utilized a well-structured questionnaire to collect data from the respondents on the variables under consideration. The population of interest was 350 staff of Ilorin metropolitan General hospital in Kwara state. The sample size of 187 staff for this study was arrived at by using the formula suggested by Taro Yamane. However, this sample size was increased by 30% to 243 to allow for possible non-response and also have an adequate number for SEM based on the recommendation of Bartlett, Kotrik and Higgins (2001). This study adopted the PLS-SEM method for empirical examination of the hypothesized model through smart PLS 3.0 software. PLS-SEM was also used to establish convergent validity, discriminant validity and composite reliability. The returned copies of the questionnaire were only 227. Thus, the response rate was 93%. Instruments from previous studies were adopted to measure the study's constructs. First, perceived organizational support as perceived by employees was assessed using the Eisenberger et al. (1990). The questions were worded to tap the extent to which respondents believe their organization value their contributions. There are eight items measured using a seven Point Likert-Scale indicating 1=strongly disagree to 7=strongly agree. The second construct, self-efficacy, which measure was adopted from the general self-efficacy scale (Schnarzer & Jerusalem, 1997) which composed of ten items was used to measure self-efficacy by predicting coping with daily stressors and adaptation after experiencing all kinds of stressful life events. The items are answered using a Liket scale with a range from 0 (never) to 6 (everyday). Elevated scores indicate higher levels of self-efficacy in the participants. The Cronbach's alpha was 0.91. Thirdly, continuance commitment measure was adopted from that developed by Allen & Meyer, (1996). Continuance commitment has eight items, for example "right now, staying with the organization is a matter of necessity as much as desire" The items are measured on a Liket scale ranging from 1=strongly disagree to 7=strongly agree. The Cronbach's alpha was 0.81. Lastly, turnover intention was assessed using the five-point scale (1=Definitely No; 5=Definitely Yes) developed by Hom & Griffeth (1991), with questions about individual intent to quit his organization e. g. "I intend to quit my present organization". The Cronbach's alpha was 0.92. The study used structural equation model (SEM) to analyze the collected data. The SEM comprised of measurement model and structural model. The measurement model is often employed to ascertain the item loadings, coefficient of determination (R^2), effect size (f^2), construct reliability and validity while structural model is utilized to measure the hypothesized relationship of both the direct and mediating relationship. In addition, predictive relevance (Q^2) was also check to assess the practical utility of the instrument.

Results

Measurement model

The measuring model includes an investigation of item loading for the reflective construct, Cronbach's alpha and composite reliability assessments, and convergent and discriminant validity tests. Items CC2, CC5, CC8, POS1, POS4, SE3, and TI5 with loadings of less than 0.500 were excluded because their loading times fell below the predefined 0.50 threshold while those above were retained after a review of the item loadings, as advised by Hulland (1999). In addition, the Average Variance Extracted (AVE) was used to establish convergent validity. The findings fulfilled the 0.5 threshold established by Fornell and Larcker (1981). Simply said, the AVE values ranged from 0.526 to 0.575, which exceeded the 0.5 criterion.

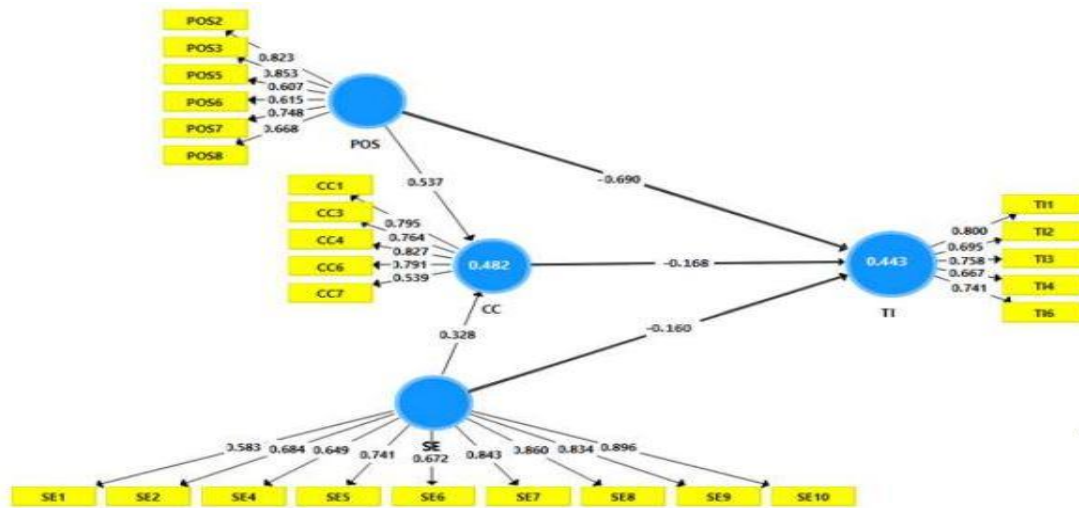


Figure 2. Measurement Model

Composite reliability (CR) is a metric utilised to evaluate internal consistency. Sekaran and Bougie (2016) suggested employing a threshold value of 0.70 in order to ascertain the instrument's reliability. The data is presented in Table 1, with the minimum value of 0.853 and the maximum value of 0.907 for composite reliability. Analogously, the values of Cronbach's alpha (CA) varied between 0.786 and 0.813. As a result, the research instrument's reliability is validated.

Table 1. Item Loadings, Cronbach's Alpha, Composite Reliability and Convergent Validity

Constructs	Indicator s	Loading s	Cronbach's Alpha	Composite Reliability	AVE
Continuance Commitment	CC1	0.795	0.803	0.863	0.563
	CC3	0.764			
	CC4	0.827			
	CC6	0.791			
	CC7	0.539			

Perceived Organisation Support	POS2	0.823	0.815	0.868	0.52 6
	POS3	0.853			
	POS5	0.607			
	POS6	0.615			
	POS7	0.748			
	POS8	0.668			
Self-Efficacy	SE1	0.583	0.907	0.923	0.57 5
	SE2	0.684			
	SE4	0.649			
	SE5	0.741			
	SE6	0.672			
	SE7	0.843			
	SE8	0.860			
	SE9	0.834			
	SE10	0.896			
	Turnover Intention	TI1			
TI2		0.695			
TI3		0.758			
TI4		0.667			
TI6		0.741			

In addition, the discriminant validity of the study was determined using Henseler, Ringle, and Sarstedt's (2015) Heterotrait-Monotrait (HTMT) ratio. According to Ojeleye, Kareem, Chimezie, and Abdullahi (2022), the HTMT ratio for empirically distinct terms is 0.85, which is comparatively lower than the conservative value of 0.90 assigned to conceptually equivalent constructions. The intercorrelation values are found to be below the specified criterion, as shown in Table 2. As a result, the research findings offer support for the notion that discriminant validity can be demonstrated through the application of any criterion.

Table 2. Heterotrait-Monotrait Ratio for Discriminant Validity

Constructs	CC	POS	SE	TI
CC				
POS	0.755			
SE	0.530	0.295		
TI	0.448	0.791	0.360	

Structural Model

The structural model was utilised to calculate the hypothesised relationship. Furthermore, the effect size (f^2), predictive relevance (Q^2) and coefficient of determination (R^2) were also analysed and discussed.

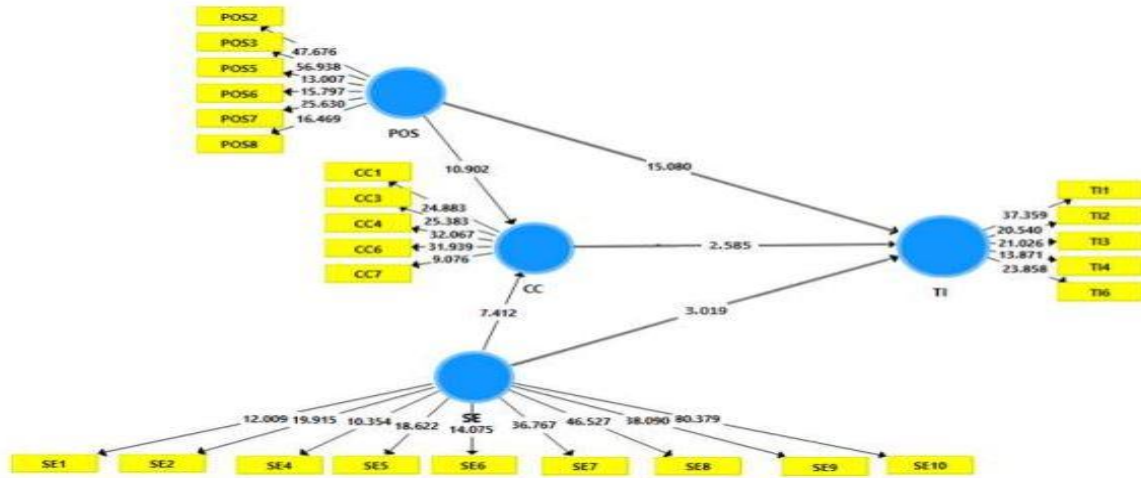


Figure 3. Structural Model

Table 3: Hypotheses Testing

Hypotheses	Relationship	Beta	STDEV	T-Statistics	P Values	Decision
H_{01}	POS->TI	-0.690	0.046	15.080	0.000	Rejected
H_{02}	SE->TI	-0.160	0.053	3.019	0.003	Rejected
H_{03}	CC->TI	-0.168	0.065	2.585	0.010	Rejected
H_{04}	POS-> CC ->TI	-0.137	0.035	3.914	0.000	Rejected
H_{05}	SE->CC->TI	-0.122	0.023	5.504	0.000	Rejected
	$R^2=0.443$	$Q^2=0.208$				

Table 3 tests five hypotheses to better understand the links between perceived organizational support (POS), self-efficacy (SE), continuance commitment (CC), and turnover intentions (TI). The statistical significance of each hypothesis is determined using beta coefficients, standard deviations, t-statistics, and p-values.

The first hypothesis investigates the direct influence of perceived organizational support on turnover intentions. The beta value of -0.690 indicates a significant negative connection, implying that stronger perceived organizational support correlates with lower turnover intentions. This impact is statistically significant, with a t-statistic of 15.080 and a p-value of 0.000, rejecting the null hypothesis. The quantity and relevance show that POS has an important role

in lowering workers' intentions to quit the organization. The second hypothesis investigates the effect of self-efficacy on turnover intentions. The beta value is -0.160, demonstrating a negative association. With a t-statistic of 3.019 and a p-value of 0.003, the hypothesis is statistically significant, indicating that increased self-efficacy leads to lower turnover intentions. This data lends credence to the notion that people who trust in their capacity to do a good job are less inclined to contemplate quitting. The third hypothesis investigates the impact of continuance commitment on turnover intentions. The beta value of -0.168 indicates that stronger continuance commitment (i.e., the desire to remain with an organization) is connected with lower turnover intentions. The association is substantial (t-statistic = 2.585, p-value = 0.010), indicating that higher continuing commitment may effectively reduce the risk of employees intending to quit.

The fourth hypothesis investigates a mediated connection in which perceived organizational support effects turnover intentions via continuance commitment. The negative beta of -0.137 implies that increased organizational support not only increases ongoing commitment but also reduces turnover intentions via this mediating path. The t-statistic of 3.914 and p-value of 0.000 demonstrate the importance of this mediating association, indicating that continuance commitment strongly influenced the link between perceived organizational support and turnover. Finally, the fifth hypothesis investigates another mediated effect, in which self-efficacy influences turnover intentions via continuance commitment. The beta value of -0.122 shows a negative indirect impact, in which improved self-efficacy leads to stronger continuance commitment, which reduces turnover intentions. The high t-statistic of 5.504 and p-value of 0.000 provide significant evidence for this mediated link. Meanwhile, R-square is a statistical metric that indicates how much of a dependent variable's variation is explained by an independent variable or variables in a regression model. Simply said, it indicates how well the data fits the regression model (the goodness of fit). The R² score ranges from 0 to 1, with 0 indicating the model explains no variability and 1 indicating the model explains all variability around the mean. Our model has a R² value of 0.443, indicating that the independent variables (perceived organisational support, self-efficacy, and continuation commitment) account for 44.3% of the variation in turnover intentions. This is a moderate degree of explanatory power, indicating that, although the model covers a considerable percentage of the variability in turnover intentions, other variables not captured by the model also impact turnover intentions. Furthermore, Q-square, which is often employed in predictive models, is a measure of the model's ability to forecast new, previously unknown data (Hair, Black, Babin, & Anderson, 2010). It is based on the use of a method known as cross-validation, notably in partial least squares regression, and represents the model's predictive relevance (Hair, Black, Babin, and Anderson, 2019). Q² values, like R², vary from 0 to 1, with higher values indicating stronger predictive capabilities of the model. The Q² value for your research is 0.208. This number indicates that the model has modest predictive potential. While it can forecast turnover intentions to some degree, there is still space for improvement. The predicted performance might be improved by adding more variables or modifying the model structure.

Effect Size (f^2).

Hair, Hult, Ringle, and Sarstedt (2014) define effect size as a statistical metric that measures the degree of difference or link between variables in study. It provides critical information on the research's practical importance or real-world impact. Ojeleye, Abu-Abdissamad, Umar, and Usman (2022). Effect size allows researchers to understand the strength of the relationship or the degree of the difference between groups beyond statistical significance. A larger effect size represents a more significant or important connection or difference, while a lower impact size indicates a weaker or less relevant link or distinction. Cohen (1988) supported minor, medium, and large effects, corresponding to (f^2) values of 0.02, 0.15, and 0.35. As a result, considering Table 4 below, where CC is the target variable SE has a medium effect size, but POS has a high one. Furthermore, when TI is the target variable, CC and SE have small effect sizes, but POS has a large effect size.

Table 4: Effect Size (f^2)

Constructs	CC(f^2)	Effect Size	TI (f^2)	Effect Size
CC			0.084	Small
POS	0.522	Large	0.428	Large
SE	0.194	Medium	0.090	Small
TI				

Discussion

Perceived Organizational Support (POS), which measures how much workers feel their organization appreciates their contributions and cares about their well-being, has a significant impact on their workplace attitudes and behaviors, notably turnover intentions (Ghosh, Goel, Dutlas& Singh, 2019). When workers sense high levels of support from their organization, they are more likely to form an emotional relationship to it, known as affective commitment. This devotion lessens their desire to quit since they feel appreciated and supported (Buhari & Youg, 2020). Furthermore, POS promotes a feeling of duty; workers often feel compelled to repay the organization by remaining employed and doing well. Employees who do not have POS may feel underappreciated and isolated, which raises their likelihood of leaving (Alhashni, et al., 2019). High turnover intentions are often followed by actual turnover, which may be expensive for organizations in terms of both direct expenses (hiring and training new personnel) and indirect costs (loss of institutional knowledge, decreasing morale among existing staff) (Zibarras et al., 2011). Thus, improving POS may be a strategic method for organisations looking to retain staff and lower turnover rates.

Self-efficacy, or confidence in one's own capacity to complete tasks and achieve objectives, has a significant and beneficial influence on workplace behaviour and attitudes. High levels of self-efficacy are often associated with increased work satisfaction, performance, and organisational commitment (Kim et al., 2012). This optimistic view tends to lower turnover intentions. Employees with high self-efficacy are confident in their capacity to deal with workplace problems and demands, which increases their commitment to their job and reduces their probability of seeking other employment (Annett 2019). Furthermore, self-efficacious workers are more likely to set higher objectives and stay longer, resulting in greater outcomes and receiving more recognition and awards, which reduces their urge to quit (Kim & Kan, 2013). Thus, although the connection is generally beneficial, self-efficacy has a considerable negative influence on turnover intentions because these individuals feel more competent and encouraged, making them less willing to explore chances elsewhere. High self-efficacy may spark a virtuous cycle of success and dedication inside an organisation, resulting in reduced turnover rates. Continuance commitment, a kind of organisational commitment in which workers believe they must remain at their job because the cost of quitting is prohibitively expensive, may have a major negative impact on turnover intentions ((Syabarrudin et al., 2020). Employees are less likely to willingly quit the organisation when they believe they must stay owing to the costs involved with leaving, such as financial instability, loss of benefits, or a lack of similar work options (Agarwal & Mishra, 2016). This form of commitment is motivated more by need than desire or emotional connection, distinguishing it from affective commitment. While continuous commitment successfully decreases turnover intentions, it may not necessarily result in true work satisfaction or excellent performance, since incentive to remain is based on perceived restrictions rather than a positive connection to the organisation. Nonetheless, for employers, recognising and sometimes utilising continuance commitment may be a vital retention strategy, particularly in sectors or jobs with high turnover rates or high replacement costs ((Muthukumar, 2017). Organisations, on the other hand, should try for a balance, striving to improve affective commitment while also increasing continuance commitment to guarantee that staff are not just staying because they have to, but because they actually want to.

In organisational contexts, the amount of perceived organisational support (POS) has a substantial impact on employee attitudes towards their employment. When employees believe that their contributions are valued and that their well-being is a priority, they develop a stronger emotional (affective) attachment to their organisation, which can increase

their continuance commitment—the recognition that leaving the organisation would result in significant personal or economic loss. As a consequence, strong POS usually enhances emotional commitment, which decreases turnover intentions by increasing work satisfaction and personal alignment with organisational objectives. Employees are more motivated and loyal because they view their future as connected with that of the organisation. This favourable connection emphasises the need of organisational support in not just keeping talent, but also fostering a productive and dedicated workplace. However, this dynamic is complicated, since enhanced continuation commitment as a result of high POS might suggest that workers remain with the firm not just out of desire but also because of perceived costs involved with quitting, such as loss of benefits or a lack of comparable chances elsewhere. This dual impact of POS via emotional and continuous commitment pathways demonstrates how important it is for organisations to provide a supportive atmosphere that fosters true happiness and loyalty, rather than just pragmatic or necessity-driven staff retention. Continuance commitment acts as a significant mediator in the relationship between self-efficacy and turnover intentions, presenting a somewhat paradoxical dynamic. Self-efficacy, which is an employee's belief in their own ability to succeed at tasks, typically leads to greater job satisfaction and lower turnover intentions due to the employee's confidence and ability to overcome challenges in the workplace. However, when high self-efficacy also increases continuance commitment, the scenario changes. This form of commitment suggests that employees recognize the high costs associated with leaving their current jobs, such as the loss of unique benefits or the absence of similar job opportunities elsewhere that match their specialized skills or achievements. Thus, even highly self-efficacious employees might feel compelled to stay not solely out of a positive desire to remain but because they perceive a lack of viable alternatives. This heightened continuance commitment could mediate the relationship by maintaining low turnover intentions for reasons that are more about constraint than satisfaction or engagement. As such, while self-efficacy typically decreases turnover intentions positively through enhanced job satisfaction and performance, its interplay with continuance commitment highlights a more complex and less ideal scenario where employees might stay in their roles out of necessity rather than preference, potentially masking underlying issues of dissatisfaction or misalignment with organizational goals.

Conclusion and Recommendations

The research argued that perceived organizational support (POS), self-efficacy (SE), and continuance commitment (CC) all play important roles in influencing workers' turnover intentions (TI). All hypotheses predicted negative connections between these characteristics and turnover intentions, and their findings were statistically significant. Specifically, greater levels of organizational support, self-efficacy, and continuance commitment were shown to dramatically reduce workers' intentions to quit their positions. This shows that treatments focused at improving these parameters may be useful methods for lowering turnover. The links, both direct and indirect, reveal a complex interaction in which individual characteristics and perceived organizational behaviors influence turnover intentions. Based on these results, the following suggestions are made for organisations who want to retain talent and minimise turnover:

1. Organisations should create and execute policies that significantly boost staff support, such as more complete onboarding procedures, mentoring programmes, and systems for frequent feedback and appreciation. Investing in these areas may increase perceived organizational support, which reduces turnover intentions.
2. Organizations should provide customized training and development programs to assist workers improve their job skills and abilities. This increases workers' self-efficacy, or confidence in their capacity to fulfil their job tasks, which lessens their chance of contemplating quitting the organization.
3. Encourage actions that improve workers' connection and commitment to the organization. This may be accomplished by matching personal and organizational objectives, providing competitive remuneration, and establishing professional development opportunities with clear routes for advancement within the organization.

4. Actively monitor and address turnover intentions. Implement frequent surveys and exit interviews to collect information about workers' attitudes and sentiments about their jobs and the organisation. Utilise this input to make informed changes to organisational policies and procedures, addressing any concerns that may lead to increased turnover intentions.
5. Recognize that continuation commitment has a mediating role in the link between self-efficacy, organizational support, and turnover intentions. Design interventions that target all of these characteristics at the same time in order to maximise their influence on lowering turnover intentions.

References

- Abrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H. & Saks, A. M. (2015). Employee Engagement, human resource management practices and competitive advantage: An Integrated approach. *Journal of organizational Effectiveness: people and performance*, 2(1), 7-35.
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing Misconceptions with evidence based strategies. *Academy of management perspectives* 24(2), 48-64.
- Al hashni, M., Jabeen, F., & Papa Stathopoulos (2019). Impact of Leader-member exchange and perceived organizational support on turnover intention. The mediating effect of psychological stress. *Policing*. 42(4), 520-536.
- Al Hamdan, Z. & Bani Issa, H. (2022). The role of organizational support and self-efficacy on work engagement among registered nurses in Jordan: A descriptive study. *Journal of Nursing Management* 30(7), 2154-2164.
- Alpha wan, M., & Mat, N. (2015). Antecedents of Turnover intention, Behavior among Nurses: *A theoretical review* " *J manag sustain*. 5(1) 84.
- Alshammari, M. A., AlQaeid, B. A., Hamzah, A. M. & Malalqa, M. (2016). What drives employees' involvement and turnover intentions: Empirical investigation of factors influencing employee involvement and turnover intention? *International review of management & marketing*. 6(2), 298-306.
- Bandura, A. (1997). Self-efficacy: The Exercise of control. New York: *Freeman*.
- Baron, R. M. & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research. Conceptual, strategic and statistical considerations. *Journal of person ality & social psychology*. 5, 1173-1182.
- Batt, R. & Colvin, A. J. S (2011). An employment system approach to turnover. Human resources practices, quit, dismissals and performance. *Academy of management journal*. 54(4), 695-717.
- Branham, L. (2005). The 7 hidden reasons employees leave. American management Association.
- Caesens, G. & Stingthamber, F. (2014). The relationship between perceived organizational support and work engagement. The role of self-efficacy and its outcome. *European Review of Applied Psychology*, 64(5), 259-267.
- Caesens, G., Stingthambers, F.,...& Merop, A. (2019). Perceived organizational support and workplace conflict. The mediating role of failure related trust. *Frontiers in psychology*. 9, 405147.
- Carleton, E. L., Baling, J. & Trivisonno, M. (2018). Leaders' trait mindfulness and transformational leadership: The mediating roles of leaders' positive affect and leadership self-efficacy. *Canadian journal of Behavioral*

Science/Revue. Canadienne des sciences du comportement. 50(3), 185-194.

- Chami-malaeb, R. (2022). Relationship of perceived superior support, self-efficacy and turnover intention. The mediating role of burnout. *Personnel Review 51(3), 1003-1019.*
- Chang, D., Black, P., & William, D. (2013). Inside the Black Box. Raising standards through classroom assessment. *Wiley Online library. 80(2), 139-148.*
- Chan, Y. C., & Lai, M. C. (2012). Self-efficacy, Effort, Job performance, Job satisfaction and turnover intention. The effect of personal characteristics on organizational performance. *International journal of innovation management and Technology, 3 (4).*
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). New York: Lawrence Erlbaum Associates, Publishers.
- De Clercq, P. & Haq Azeem, M. U. (2018). Self-efficacy to spur job performance. Role of job-related anxiety and perceived workplace incivility. *Management Decision, 56(4), 891-907.*
- De Simone, S., Planta, A. & Cicotto, G. (2018). The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses turnover intention and patient satisfaction. *Applied Nursing Research. 39, 130-140.*
- Eisenberger, R., Fasolo, P., & Davis-La Mastro, V. (1990). Perceived organizational support and employee diligence, commitment and innovation. *Journal of Applied psychology. 75, 51-59.*
- Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D. (1986). "Perceived organizational support" *Journal of Applied psychology. 71(3), 500-507.*
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research. 18(1), 39-50.*
- Fortuin, T. M. J. (2017). The influence of perceived organizational support and organizational commitment on turnover intention within selected Higher education and training institutions in the western cape.
- Ghosh, P., Goel, G., Dutlas, T., & Singh, R. (2019). Turnover intention among liquid workers. a study of Indian insurance professionals. *Journal of Global operations and strategic sourcing. 12(2), 288-309.*
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis: A Global Perspective* (7th, illustr ed.). New Jersey: Pearson Education.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Hampshire: Cengage Learning EMEA.
- Hassan, M. & Jagirani, T. S. (2019). "Employee turnover in public sector banks of Pakistan" *Market forces 14(1), 119-137.*
- Harchwati, N., Sulistiawan, J., Alfirdaus, Z. & Gonzales, B. N. (2018). The effects of perceived organizational support and social comparison on work attitudes. *Problem & perspectives in management. 16(1), 12-21.*
- Hausknecht, J. P. & Trevor, C. O. (2011). Collective turnover at the group, unit and organizational levels: Evidence, Issues, and Implication. *Journal of management. 37(1), 352-388.*
- Hausknecht, J. P. (2013). Causes and Consequences of Collective turnover: a meta-analytic review. *Journal of Applied Psychology. 98(3), 412-453.*
- Hayes, J. R. (2006). New direction in writing theory. In C. A. MacArthur, S Graham & J Fitzgerald (Eds.). *Handbook of writing research*. New York, NY. Guilford press. 28-40.
- Hendricks, C. R. (2017). The influence of transformational leadership on perceptions of organizational justice, intention to quit and organizational citizenship Behavior among selected call center employees in the financial

- services industry. University of the Western Cape.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of Academic Marketing Science*, 43, 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hobfull, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory. *Appl. psychol. int. Rev.* 50(3), 337-370.
- Hongvichit, S. (2015). The research progress and prospect of employee turnover intention. *International business research*. 8(6), 218.
- Holton, B. C., Mitchell, T. R., Lee, T. W. & Eberly, M. B. (2008). Turnover and intention research, a glance at the past, a closer review of the present and a venture into the future. *Academy management, Ann*, 2(1), 231-274.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20, 195–204. [https://doi.org/10.1002/\(SICI\)1097-0266\(199902\)20:2<195::AID-SMJ13>3.0.CO;2-7](https://doi.org/10.1002/(SICI)1097-0266(199902)20:2<195::AID-SMJ13>3.0.CO;2-7)
- Jeetesh, K. S. G. (2015). The effects of job satisfaction towards Employee Turnover in the Hotel Industry. A case study of Hotels in Kuala Lumpur City center. *journal of Tourism & Hospitality*. 4(1), 1-5.
- Joo, B. K., Hahn, H. J. & Peterson, S. L. (2015). Turnover intention: The effect of core self-evaluations, proactive personality, perceived organizational support, development feedback, and job complexity. *Human Resource Development International*. 18(2), 116-130
- Khan, S., Jehan, N. Shaheen, S. & Ali, G. (2018). Effect of burnout on organizational citizenship behavior: Mediating role of affective and continuance commitment. *Abasyn journal of social sciences* 2, 1-13.
- Kim, H. Y., Choi, J. O. & Seong, M. G. (2012). The effect of self-efficacy and job satisfaction of dental hygienists on the organizational commitment and turnover intention. *Journal of Korean Society of Dental hygiene*. 12(1), 213-223.
- Kim, Y. & Kang, Y. (2015). Effect of self-efficacy, career plateau, job embeddedness and organizational commitment on turnover intention of nurses. *Journal of Korean academy of nursing administration*. 21(5), 530-541.
- Kim, M. J. & Park, S. A. (2010). Experiences of hospital nurses' turnover: development of factors affecting turnover intention. *Journal of military Nursing research*. 28(1), 56-69.
- Lazzari, M., Alvarez, J. M. & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International journal of Data Science and Analytics*, 14(3), 279-292.
- Li, N., Zhang, L., Xiao, G., Chen, J. & Lu, Q. (2019). The relationship between workplace violence, job satisfaction and turnover intention in emergency Nurses. *International Emerg. Nurse* 45(1), 50-55.
- Lu, Q., Sun, J. W. & Du, D. Y. (2016). The relationships between employability, emotional exhaustion, and turnover intention. The moderation of perceived career opportunity. *journal of career Development*. 43(1), 37-51.
- Macey, W. H. & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational psychology* 1(1), 3-30.
- Marchand, C. & Vandenberghe, C. (2016). Perceived organizational support, emotional exhaustion and turnover. The moderating role of negative affectivity. *International journal of stress management*. 23(4), 350.
- Mthembu, O. S. (2017). "An integrated model of the impact of individual cultural values and the mediating effect of job satisfaction, organizational commitment and perceived support on turnover intention"
- Mobly, W. H. (1983). "Employee turnover: causes, consequences and control. *Price Ind. Labor Relations, Rev.* 36(3), 506-507
- Mondo, M., Pileri, J., Carta, F. & De Simone, S. (2022). Social support and self-efficacy on turnover intention: the mediating role of conflict and commitment. *Social Sciences*. 11(10), 437.

- Naveh, Y., Richter, Y., Altshuler, Y., Gresh, D.L & Connors, D. F. (2007). Workforce organization: identification and assignment of professional workers using constraint programming. *IBM journal Research and Development*. 51(3,4), 263-279.
- Ojeleye, Y. C., Abu-Abdissamad, A. M., Umar, S., & Usman, A. (2022). Academic resilience and self- efficacy as predictors of students' academic performance in Nigeria. *Sokoto Journal of Management Studies*, 32(3), 97–112.
- Ojeleye, Y. C., Kareem, R. F., Chimezie, C., & Abdullahi, M. (2022). Perceived organisational justice and employee commitment: The role of organisational trust among academic staff in Nigeria. *Gusau Journal of Business Administration*, 1(2), 1–15.
- Okello-Ouni, A. (2014). Organizational support and Salesforce turnover in the manufacturing industry: Unpublished MSc Dissertation, Makerere University.
- Park, I. J. & Jung, H. (2015). Relationships among future time perspective, career and organizational commitment, occupational self-efficacy and turnover intention: social Behavior and personality; an international journal. 43(9), 1547-1561.
- Park, S.Y. & Kim, J. S. (2013). A study on the self-efficacy and turnover intentions. *Intention of dental hygienists. The Korean journal of Health service management*. 7(4), 23-32.
- Rajan, D. (2013). Impact of Nurses turnover on organizational performance. *Afro Asian journal of social Science*, 4(4), 1-18.
- Rhoades, L. & Eisenberger, R.(2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87, 698-714.
- Robbins , S. P. & Judge, T. A. (2013). *Organizational Behavior*. In *organizational Behavior* (15th ed.). Pearson Education.
- Rizwan, M., Arshadi, M. Q., Munir, H. M. A., Iqbal, F... & Hussain, A (2014). Determinants of employee intention to leave. A study from Pakistan. *International journal of Human Resource studies*. 4(3), 1-19
- Sa'eed, I., Waseem, M., Sikander, S. J. & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International journal of learning and Development*. 4(2), 242-256.
- Sekaran, U., & Bougie, R. (2016). *Research Method for Business: A Skill Building Approach* (7th ed.). Chichester: John Wiley & Sons Ltd.
- Shahpouri, S., Namdari, K. & Abedi, A. (2016). Mediating role of work engagement in the relationship between job resources and personal resources with turnover intention among female nurses' *Applied Nursing Research*. 30, 216-221.
- Sherony, K. M., & Green, S. (2002). Co-worker exchange relationship between co-worker, leader member exchange and work attitude. *Journal of Applied psychology*, 87, 542-548.
- Shore, L. & Shore, T. (1995). Perceived organizational support and organizational justice. In R. Cropanzan & Km Kacmar (Eds). *Organizational politics, justice, and support. Managing social climate at work*. Westport: Quorum Press.
- Sidiqi, K. O., Hashim, R. A. & Malmood, R. (2023). The effect of perceived organizational support, perceived co-worker support and work family conflict on turnover intention among nurses in Bangladesh. *The Asian journal of professional & Business studies*. 4(1).
- Stajkonic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta analysis *psychological bulletin*. 124(2), 240-261.
- Tian, G., Wang, J., Zhan, Z. & Wen, Y. (2019). Self-efficacy and work performance. The role of work engagement,

- social Behavior and personality. an international journal . 47(12), 1-7.
- Tumwesigye, G. (2010). The relationship between perceived organizational support and Turnover intention in a developing country. The mediating role of organizational commitment. African journal of Business management. 4(6), 942-952.
- Winarno, A., Prasetio, A. P. & Luturlean, B. S. (2022).The link between perceived human resource practices, perceived organizational support and employee engagement. A mediation model for turnover intention. SAjournal of Human Resource Management. 20, 1802
- Zibarras, L. & Ballinger, C. (2011). Promoting environmental behavior in the workplace. A survey of UK organizations. Going green. The psychology of sustainability in the workplace. 84-94.