


Impact Of Perceived Organizational Support on Turnover Intention of Sales Employees in A Leading Insurance Company

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Abstract: Although sales employees are drivers of every organization, amid this economic contraction, they are uncomfortable with unfit sales targets. So, the employees tend to leave, unless organizational support emerges. Under this scenario, organizations light on the retention strategy in this regard. With that objective, the present study was taken to identify the impact of perceived organizational support on turnover intention with the mediating effect of sales employee engagement referring to a leading insurance company in Sri Lanka. Even if there are theoretical and empirical findings well documented for the problem, those may change according to economic fluctuations; the study is based on the specific time in 2022 in Sri Lanka, which was economically difficult for everyone. The study was quantitative, and a sample of 350 non-executive sales employees was selected utilizing the convenience sampling method. The primary data was collected using self-administered questionnaires and analyzed using the SPSS statistical package. The study found that perceived organizational support is significantly related to employee engagement, which in turn has an impact on the turnover intention of the respective employees. Further, employee engagement is found to be a partial mediator (EE = -1.1459) between independent and dependent variables but the direct effect of POS on the DV remains statistically significant ($p < 0.001$). The study concludes that organizational supportiveness supports eliminating turnover intentions when considering the effect of employee engagement things. Therefore, it suggests practicing more and more engagement activities at the workplace.

Keywords: *Employee engagement, Perceived organizational support, Sales employees, Turnover intention*

Introduction

For organizations, one of the main objectives of the crisis period is to retain talent through employee engagement activities, which play a significant contribution to creating a supportive working environment (Kundu & Lata, 2017). In a supportive environment, employees are evaluated and given support to carry out their work. In order to ensure securing talent within the organization, a comprehensive understanding of a supportive culture with employee engagement is required, and that impact helps organizations manage and retain their human capital effectively (Kundu & Lata, 2017). Employees as humans, when they feel they are part of the organization in a supportive environment, will expect to retain and give higher contributions rather

than thinking of going off to another. Building the firm's competitive advantage depends heavily on talented human contribution, which includes employee knowledge, skills, experience, abilities, personalities, internal and external relationships, attitudes & behaviour (Edirisinghe & Manuel, 2019). This study aims to evaluate the impact of perceived organizational support on turnover intentions and the mediating effects of employee engagement on these effects.

Bigliardi et al., (2005) state that the intention to leave refers to the preference of an employee resigning from the organization. It is an 'individual's own estimated probability (subjective) on resigning from an organization at some point in the near future (Vandenberg & Nelson, 1999).



Studies conducted on the intention to leave found that the intention influences turnover both positively and negatively. (Bouckennooghe & Butt, 2013). Turnover is associated with cost and is deemed a problem by managers of organizations (Noor & Maad, 2008). The study indicates that the intention to leave generally has a detrimental effect on organizational efficiency and profitability.

These adverse effects include large financial costs, disruption of employees, additional work-unit stress, reduction of work-unit quality and reduction of the ability to adapt to uncertain environments, loss of skilled workforce leading to a reduction in quality, productivity, innovation and competitiveness (Miller, 2010). Fulmore and Cooper (2023) mentioned that Organizations invest heavily in employee training and development, and managers must maintain a low turnover rate. Understanding the determinants, effects, and strategies to minimize turnover is crucial. Managers must recognize employees as key contributors to organizational success. However, during this economic downturn, Sri Lankan insurance companies face a significant issue of low sales employee retention, highlighting the importance of organizational support in reducing turnover.

As Tager and El-Baghdady (2023) explored that Employee engagement, a key factor in the relationship between organizational support and turnover intentions, is a crucial role in enhancing satisfaction and reducing turnover. This study aims to assess the indirect impact of employee engagement on turnover intentions as well. Operationally, engagement measurements have typically been made up of a mishmash of components that fall under one or more of the four broad categories of job satisfaction, organizational commitment, psychological

empowerment, and job involvement (Macey & Schneider, 2008). Engagement levels might vary depending on several personal, professional, and work-related factors. Although, those in supporting roles tend to be more committed to their profession than to the company where they work, managers and professionals tend to have higher engagement levels than their counterparts (Kerrin et al., 2003). The critical success factors are the few important areas where things must go well for the business to thrive and the manager's goals to be met (Selimović et al., 2020).

The insurance industry is competitive, with sales employees playing a crucial role in driving revenue. However, high turnover rates can lead to financial losses for insurance executives. This research focuses on a leading insurance company in Sri Lanka, which has a high turnover intention among its sales employees during this economic hardship period. The current study helps to understand the impact of perceived organizational support on turnover intention, particularly in relation to employee engagement. The research identifies a performance gap in the company, as employees who are unable to meet sales targets may not engage with the company, leading to increased turnover and frustration.

Problem Statement

Intention to leave is deemed as a problem in an organization when an employee indicates the preference to leave the organization. Rajan (2013) states that with globalization increasing rapidly, the phenomenon of employee turnover forces companies to compete with other organizations to keep their best talents. As it is vital for companies to survive in a dynamic global market, the increase in tasks, increases the level of work pressure, and thus burdens the

employees. Employee turnover intention is a serious problem that organizations around the world encounter. Despite the fact, many studies have been investigated on this issue, but employee turnover has not showed any positive rate (Md et al., 2014).

In 2020, the insurance firm assets to GDP ratio in Sri Lanka:4.6493%(<https://tradingeconomics.com/srilanka/insurancecompany-assets-to-gdp-percent-wb-data.html>), with sales employees being a key success factor for revenue. Organizational support is crucial for sales employees to achieve business targets (Meintjes & Hofmeyr, 2018) and remain within the company in this hardship economic condition in Sri Lanka.

However, little research has been conducted on employee turnover in the insurance context. Organizational support sources are critical for maintaining employee performance and retaining the workforce. Employee engagement is crucial for sales employees in the insurance industry, and organizations often struggle to retain their best sales employees and minimize turnover. Therefore, organizations must prioritize employee support and engagement to ensure long-term success. Nicholson (2019) reported that retaining salespeople in the insurance industry can be challenging due to headhunting and organizational problems. It's crucial to be sensitive to employees' needs and desires and manage the sales force effectively to achieve their goals. Sales employees' main job is achieving sales insurance targets, and if they can't meet these targets, their monthly salaries may be cut. Without organizational support, employees may not engage with the company, take more leave, and become frustrated, leading to job loss. A performance gap exists in a leading insurance company in Sri Lanka, with high turnover intention

and most employees leaving within their probationary period due to a lack of organizational support.

Retaining salespeople may be hard because of the head hunting among the industry players. It requires being alert to organizational problems and difficulties which may drive sales people out the door (Brashear et al., 2005). It also means being sensitive to them, understanding, their hopes, dreams, needs and desires, and managing sales force in a manner that lets them achieve their own goals (Still, 2007).

Organizational support is crucial for sales employees in insurance companies, as their main job is achieving insurance targets. Without support, they may not meet these targets, leading to reduced monthly salaries and frustration (Wimalana, & Liyanage, 2023). The leading insurance company has a high Labor Turnover (LTO) rate, with turnover intention being the main cause. The data from 2019/2020/2021 and up to October 2022 shows this issue.

Table 1.1: Total of Sales Employee's Turnover

Year	Total of Sales employees turnover
2019	658
2020	585
2021	605
2022 up to October	448

Source: Secondary data of leading insurance company, 2022

A performance gap is evident in a leading insurance company in Sri Lanka, where high turnover intention and probationary period leave are attributed to lack of organizational support. The research gap focuses on the impact of perceived support on turnover intention and employee engagement.

According to the above, the present study focused on answering the following research question.

What is the impact of perceived organizational support on the turnover intention of sales employees in insurance organizations?

Objectives

The objectives of the current study are as follows,

- To examine the impact of the perceived organizational support on turnover intention of sales employees in a leading insurance company in Sri Lanka.
- To examine the impact of the perceived organizational support on employee engagement of sales employees in a leading insurance company in Sri Lanka.
- To examine the impact of employee engagement on turnover intention of sales employees in a leading insurance company in Sri Lanka.
- To examine the mediating effect of employee engagement on the relationship of perceived organizational support and turnover intention of sales employees in a leading insurance company in Sri Lanka.

Literature Review

Employee Turnover

Employee turnover [TI] is the process of employees leaving a company and being replaced. Turnover intention measures whether employees plan to leave or are removed from their positions. Voluntary turnover

occurs when employees feel better-off with another job opportunity, while involuntary turnover occurs due to job performance or business downturn.

Brough and Frame (2004) have defined the employee turnover [TI] as “Individual’s estimated probability that they will leave an organization at some point in the near future”. According to Abbasi and Hollman (2000), as cited in Satyawadi et al, (2013) employee turnover can be due to voluntary or involuntary intention. Employee dismissal is regarded as involuntary turnover, whereas employee resignation is referred to as voluntary turnover. Voluntary turnover often results in departing employees migrating to competing firms, which may use such intellectual capital against the organization.

Turnover intention can be defined as the conscious and deliberate departure of the employee from his organization. Additionally, it can be described as the extent to which workers desire to renounce their affiliation with their organizations (Alatawi, 2017). For instance, workers who do not intend to leave have no intention of leaving.

Employees’ turnover intention refers to departure of an employee from the organization (Bares, 2016). Turnover intention can be defined as an attitudinal [thinking of abandoning], decisional [intention to leave], and behavioral [seeking for a new job] process (Kumara & Fasana, 2018).

Job expectations and turnover have a symbiotic relationship. When there are many demands on the job, stress develops and plans to quit develop. The job resource also encourages plans for turnover. People leave their jobs for a variety of personal and impersonal reasons, such as when it's simple for them to obtain another position or when they have another

opportunity. Every firm, regardless of its size, location, or line of business, has always placed a high priority on employees' intentions to leave their jobs (Long et al., 2012). According to Kumar (2011), turnover is a significant problem with human resources that affects profitability, product and service quality, and profitability across all economic sectors. Jha (2009) said that employee turnover causes the company to spend significant expenditures on recruitment and selection, personnel processes and induction, training of new hires, and most importantly, loss of knowledge acquired by the employee while on the job. High employee turnover costs businesses money, wastes resources, detracts morale, burdens workers, and makes work planning challenging, negatively impacting organizational effectiveness, efficiency, and overall performance. Corporate senior management prioritizes a healthy turnover rate for innovative growth, as low turnover can lead to aging and an inability to adapt to change. Some businesses welcome a relatively low amount of personnel turnover because it keeps the business vibrant (Richardson, 2005) and it can be beneficial for an organization (Lee, 2018). According to Loquercio et al., (2006), some staff turnover can boost productivity by assuring better fit between occupations and workers and by allowing for more flexibility in promoting and developing devoted employees.

Perceived Organizational support

The concept of perceived organizational support was developed by Eisenberger and Huntington in 1986. According to organizational support theory, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Kim & Baik, 2016). Perceived organizational support refers to employees' belief

about the degree to which the organization cares about their well-being and values their contribution.

Colakoglu et al., (2010) stated the dynamic business environment employees could identify as the most important asset within the organization. Therefore, organizations compete to retain the best human resources. According to their explanation when employees move from one organization to another, they evaluate the support that they get from this organization with the previous organization. This mental process, occupied by employees to identify the best organization comparatively could identify as the perception of organizational support [POS]. According to Nazir and Shafi (2018), perceived organizational support [POS] is defined as a social exchange relationship, that one's organization values their contribution and cares about their well-being.

POS increases employee expectancy by offering fair salaries, responding to future illnesses, and making their job meaningful to meet organizational goals. It works with SET to trade effort and loyalty between employees and employers. Employees expect emotional, financial, and career development support. Organizational rewards, such as appreciation, money, encouragement, and credit, are effective.

Employees are valuable assets for organizations, and providing adequate support, training, and management resources can lead to their success. High job attendance correlates with a company's value, and perceived fairness of pay negatively impacts absenteeism, highlighting the importance of employee satisfaction. Mustafa and Balu (2018) stated that the degree of employee feels that their work has been recognized and valued by their organization. Social exchange theory suggests that reciprocity is crucial for maintaining interpersonal relationships, with the norm

of reciprocity requiring individuals to help those who have helped. This norm is enacted in employment relationships, rewarded through pay, benefits, and security.

Social exchange theory suggests that individuals engage in exchange relationships with the expectation of future reciprocation (Cropanzano & Hall, 2017). Perceptions of organizational support can increase obligation, leading to continued participation and retention, reducing the need for alternative employment. Furthermore, POS creates a strong obligation with their employees to care about the organization's welfare and to help the organization reach its objectives (Eisenberger & Wen, 2020). Although it has been related to a number of favorable outcomes [e.g. job satisfaction, organizational commitment, performance] (Arshadi, 2011).

Job satisfaction arises when employees perceive their organization's care for their personal needs and well-being. It results from a job that allows employees to achieve job values that fulfill their needs. A supportive work environment leads to job satisfaction, allowing employees to achieve goals and values. Perceived organizational support is believed to increase employees' obligation to repay the organization with beneficial behaviors, fulfill employees' socio emotional needs to identify and bond with the organization, and strengthen employees' performance reward expectancies leading to positive job attitudes and behaviors (Rhoades & Eisenberger, 2002). For example, there is some evidence that perceived organizational support helps fulfill needs for esteem, affiliation, approval, and emotional support (Kurtessis et al., 2017).

Employee Engagement

Employee engagement [EE] is crucial for aligning job roles and organizational goals with business goals, impacting performance, productivity, and strategy delivery. Engaged employees identify with organizational success and achieve fulfillment. The very first well-established definition of the employee engagement [EE] was "Harnessing of organizations members selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances" (Kahn, 1990).

Bedarkar and Pandita (2014) identified the concept of employee engagement as accompanied with the drivers of involvement, motivation and satisfaction and defined the disengagement as withdrawing selves from work or the role. Engaged individuals are psychologically present, attentive, connected, integrated, and focused on their role performances, bringing complete selves to work and assessing the strength of this connection. It is defined as a persistent, positive, affective-emotional state of fulfilment in the job and the experience of being energized and fully dedicated to one's work (Schaufeli et al., 2006).

Kim (2016) uses the definition "employees" willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis. Their explanation of employee engagement tries to delve into what factors affect the engagement process. Employee engagement is the stage which employee conceive, act in ways that look that high level of correspond of participation by their organization in which (Swarnalatha & Sureshkrishna, 2013) higher employee job performance and higher customer fulfillment engagement leads by research

supported. Low employee engagement can be expected by an employee with high employee engagement. Employee measurement is progressively seen by their workplaces and their firms in the most efficient workplace in a way. Human resources to accomplish upper limit attempt from their employee to this because of their firms react to making success highly competitive worldwide marketplace.

In human resources engagement is an organization step of investing human factors at work in other words. More probable to be engaged the employee. An engaged employee is aware of the business context and works with colleagues [Co-workers] to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employee and employer. The factors that influence employee engagement and the elements of employee engagement are poorly understood (Albrecht & Dineen, 2016).

According to Krishnan (2015), employee engagement was stated as a positive, motivational characteristic of employees. However, employee engagement refers to “the individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter & Schmidt, 2002). According to Kahn's (1990) model, Boikanyo and Naidoo (2023) identified the concept of employee engagement significantly related to meaningfulness, safety, and availability.

Job enrichment, role fitness, rewarding coworkers, supportive supervisor relations, and available resources all positively predict meaningfulness and safety. Engagement, a concept distinct from organizational commitment and citizenship behavior,

involves both physical and psychological aspects of employees' behavior.

Engaged employees use their time, talent, and effort to create a positive work environment, increasing productivity and effectiveness. Furthermore, employee engagement significantly affects to the increase the organizational outcomes (Andrewa & Sofianb, 2012).

Resources are scarce; thus, businesses are focusing more on lowering expenses, boosting production, and efficiency. As it comes to process improvement, less variations in processes can eventually lower costs (Emrouznejad & Thanassoulis, 2010); however, a company must continue to implement procedures that promote employee engagement. The authors McCuiston and DeLucenay (2010) found that short-term cost-cutting methods are not always effective. One of the biggest problems in the workplace today is employee engagement. Employee engagement will continue to be difficult for firms in the future due to complexity and strict restrictions in many organizations (Mishra & Mishra, 2014).

To preserve the organization's life, survival, and profitability, engagement is a crucial component (Albercht & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). This aspect presents management with obstacles. Organizations with highly engaged staff earn more money than those without it [Society for Human Resource Management: SHRM, 2014]. Customer happiness, revenues, and employee productivity all grow in companies with highly engaged staff (Ahmetoglu & Premuzic, 2015; Carter, 2015; CooperThomas et al., 2014; Vandenabeele, 2014).

Hypotheses

Identified existing literature and the conceptual framework revealed previously on this research report set out the foundation for following hypotheses, those hypotheses were advanced to be tested by empirical data collection. Hypotheses are listed out as follows,

H1: There is a significant impact of the perceived organizational support on employee engagement of sales employees in a leading insurance company in Sri Lanka.

High levels of POS are associated with a positive work outcome including increased affective commitment (Sihag, 2021), job satisfaction (Sulistyawati & Sufriadi, 2020), reduced absenteeism and turnover intentions commitment (Sihag, 2021), extra-role customer service and reduced emotional exhaustion to strengthen the social exchange relationship and increase employees' performance commitment. Perceived organizational support can directly or indirectly influence emotional exhaustion or employee outcomes such as organizational commitment, task performance, organizational citizenship behavior and creative performance through job satisfaction and work engagement (Nguyen & Tran, 2021).

Employees who perceive their organization as uninterested in their needs and well-being may feel dissatisfied and disengaged from work tasks. This resentment can lead to job dissatisfaction. However, feeling supported by the organization can generate positive moods, which are positively related to job satisfaction. Perceived organizational support is

studied for its strength in predicting employee engagement. Accordingly, there is one reason that POS might lead to positive outcomes through employee engagement. In other words, employees who have higher POS might become more engaged in their job and organization to support the organization reach its objectives commitment (Sihag, 2021). Employee engagement is strongly linked to perceived organizational support, as employees feel their organization cares about their well-being and is committed to fulfilling their obligations.

H2: There is a significant impact of the employee engagement on turnover intention of sales employees in a leading insurance company in Sri Lanka.

Empirical research examines employee engagement's impact on turnover intention at Third Space Global PVT Ltd., focusing on variables influencing turnover and exploring the relationship between engagement and intention to leave. The entire investigation is concluded with recommendations and justifications that have been offered from both a short- and long-term perspective and it specifies there is a direct relationship between employee engagement and turnover intention and that relationship is negative (Juliantara, 2020).

H3: There is a significant impact of the perceived organizational support on turnover intention of sales employees in a leading insurance company in Sri Lanka.

Social Exchange Theory explains the relationship between sales employee position and turnover intentions. Employees who feel valued and supported by their organizations are more likely to stay and increase their performance, reducing their voluntarily

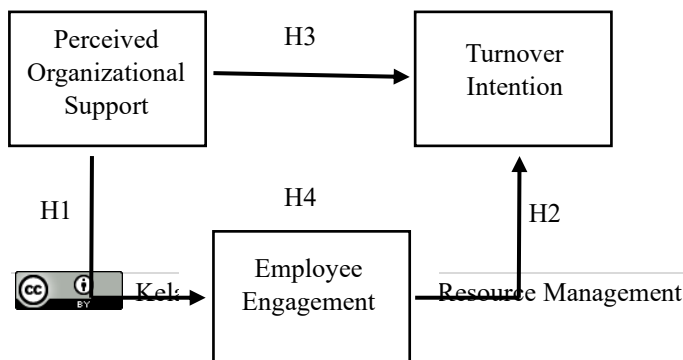
leaving intentions. This is also supported by the empirical studies(Akgunduz & Sanli, 2017). Since it is believed that perceived organization support will reduce the intention to leave the company and that relationship is negative, according to both the Social Exchange Theory and the empirical studies.

H4: There is a mediating effect of employee engagement on the relationship of perceived organizational support and turnover intention of sales employees in a leading insurance company in Sri Lanka.

Therefore, with above literature it is clear that employee engagement has an impact on turnover intention (Naufer & Kumar, 2020). There is a direct relationship between employee engagement and turnover intention and that relationship is negative (Naufer & Kumar, 2020). In addition, according to Nargotra and Sarangal (2023) Perceived organizational support and employee engagement have a positive relationship. The Social Exchange Theory and empirical studies show a negative relationship between organizational support and turnover intention, with employee engagement positively influencing perceived organizational support. Thus, the H4 hypothesis was proposed.

Conceptual Framework of the Study

Figure 01: Conceptual Framework



Source: Author 2022

Research Methodology

The current study is an explanatory study, and it aims to test the advanced hypotheses and the constructed relationships. Further, the study intends to find the cause-and-effect relationships among IV, MV and DV. Moreover, In the study, researcher’s interference is minimum as it is cross-sectional. This quantitative study utilized the simple random sampling technique to represent the sample from the known population. Furthermore, the study is done with the unit of analysis at the individual level with the accepted standards of validity and reliability criteria.

Operational Definition of Variables

Table 3.1: Operationalization of the Variables

Variables	Definition	Source
Turnover intention [TI]	Individual’s estimated probability that they will leave an organization at some point in the near future.	Brough and Frame (2004)
Perceived organizational Support [POS]	perceived organizational support (POS) is defined as a social exchange	Eisenberger et al., (1986)

	relationship, that one’s organization values their contribution and cares about their well-being.	
Employee engagement [EE]	Harnessing organizations members selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances.	Kahn (1990)

Source: Author, 2022

Sample

According to Sekaran and Bougie (2016), samples are being used when the researcher cannot access the whole population or when it makes it impracticable to investigate the entire population (Saunders et al., 2009). In this research, Sales employees in the leading insurance company are considered as sample units. Selecting an appropriate number of sample sizes is so necessary that it helps to ensure the accuracy and reliability of the findings.

According to Krejci and Morgan table, in this study researcher uses two hundred eighty-one [281] sales employees were needed as a sample in this study. Furthermore, probability sampling techniques will be used to collect data that means every element of the population will have an equal and known possibility

of being selected (Sekaran & Bougie, 2016). The researcher uses probability sampling and simple random sampling to randomly select sales employees in an insurance company.

Data Analysis and Results

Response Rate

A self-administered questionnaire used to collect primary data for the study was circulated as a google form in English among a sample of 350 sales employees randomly selected from leading insurance company. Out of 350, 320 responses were received, 36 were discarded due to incomplete responses. So that, only 284 responses were entered into SPSS and considered for further analysis. Table 4.1 depicts the overall response rate of the current study [survey].

Reliability Statistics

Dimension reliability and composite reliability were assessed using the Cronbach alpha coefficient of internal consistency. Reliability statistics are given in table 4.1.

As depicted in table 4.1, Cronbach alpha of internal consistency coefficients of dependent variable, independent variable and mediate variable are greater than 0.7 indicating that multi-item measurement scales are reliable enough and no bias.

Table 4.1: Reliability Statistics

Variable	No. of Items	Cronbach alpha
TE	3	0.859
POS	8	0.779
EE	9	0.975

Source: Author, 2022

Validity Statistics



The study ensured sampling adequacy using KMO measure and KMO coefficient sig. value. Construct validity was assessed using Exploratory Factor Analysis with SPSS. Factor Loadings and Extraction Sums of Squared Loadings were used. The study sample was statistically adequate for EFA, with ESSL Cum% greater than 50% for dependent, independent, and mediate variables. The multi-item scales were valid and statistically free from bias.

Table 4.2: Sampling Adequacy

Variable	KMO Coefficient	Bartlett's Test [Chi-Square]	Sig.
TI	0.732	397.886	0.000
POS	0.812	990.713	0.000
EE	0.967	3372.313	0.000

Source: Author, 2022

Table 4.3: Validity Statistics

Variable	No. of Items	High FL	Low FL	ESSL Cum%
TI	03	0.902	0.876	78.416
POS	08	0.694	-0.046	60.942
EE	09	0.936	0.867	83.669

Source: Author, 2022

According to the reliability and validity analysis no item was deleted, thus all the items included in the standard scales were retained.

Descriptive Statistics

The study conducted a descriptive analysis to understand individual behavior of variables. The results showed high turnover intention [3.4589] and low perceived organizational support [2.0863] among respondents. The skewness and kurtosis of the distribution were -0.600 and -1.120, indicating normal distribution. Employee engagement [2.5149] was also low, with a skewness and kurtosis of 0.686 and -1.258, indicating normal distribution. The data for these variables were approximately normally distributed. The results suggest that turnover intention, perceived organizational support, and employee engagement are important factors to consider.

Table 4.4: Descriptive Statistics

Descriptive Statistics	TI	POS	EE
Mean	3.4589	2.0863	2.5149
SD	1.11468	0.62011	1.21816
Max	5.00	3.50	5.00
Min	1.00	1.00	1.00
Range	4.00	2.50	4.00
Variance	1.243	0.385	1.484
Skewness	-0.600	0.437	0.686
Kurtosis	-1.120	-1.258	-1.258

Source: Author, 2022

Correlation Analysis

Table 4.5 shows a significant negative relationship between perceived organizational support and turnover intention, a positive relationship between perceived organizational support and employee engagement, and a negative relationship between employee engagement and turnover intention. The

results indicate a strong negative relationship between these variables, with a significant Pearson's correlation of -0.921, -0.933, and -0.948, respectively, indicating a negative impact on employee engagement and turnover intention.

Table 4.5: Correlation between variables

Variable	Mean	SD	TI	EE	POS
TI	3.459	1.1147	1		
EE	2.515	1.2182	-.948**	1	
POS	2.086	0.6201	-.921**	.933**	1

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

Source: Author, 2022

Hypothesis Testing

To test the hypothesis, researcher used hierarchical linear regression and used Hayes' PROCESS [V.4.2] with a 5000 sample, bias-corrected bootstrap procedure (Hayes, 2018).

Hypothesis Test 01: Impact of the perceived organizational support on employee engagement

In hypothesis 1, the study proposed that there is a significant impact of the perceived organizational support on employee engagement (Alvi & Haider, 2014). As depicted in table 4.6, the results of H1 showed there was a significant positive effect [93% of strong relationship and 87% of impact] of organizational support on employee engagement ($\beta = 1.8327, p < .000, 95\% \text{ CI } [1.7498, 1.9156]$). Thus, H1 was supported.

Table 4.6: Model summary – Perceived Organizational Support

OUTCOME VARIABLE: EE

Model Summary						
R	R-sq	M SE	F	df1	df2	p
.9329	.8704	.1930	1893.5817	1.000	282.000	.0000
Model						
	Coeff	se	t	p	LLCI	ULCI
Constant	-1.3086	.0917	-14.2783	.0000	-1.4890	-1.1282
POS	1.8327	.0421	43.5153	.0000	1.7498	1.9156

Source: Analyzed data, 2022

Hypothesis Test 02: Impact of the employee engagement on turnover intention

As shown by Juliantara, I. K., Sihombing, I. H. H., & Sulistyawati, N. L. K. S. in (2020), In hypothesis 2, the study suggested that there is a significant impact of employee engagement on turnover intention. As depicted in table 4.7, H2 is accepted ($\beta = -0.6253, p < .000, 95\% \text{ CI } [-0.7154, -0.5351]$) by showing the negative association [62% of impact] between employee engagement and turnover intention of employees.

Table 4.7: Model summary – Turnover Intention

OUTCOME VARIABLE: TI

Model Summary						
R	R-sq	M SE	F	df1	df2	p
.9533	.9087	.1142	1399.0117	2.000	281.000	.0000



Model	coef	se	t	p	LLCI	ULCI
constant	6.0945	.0925	65.8623	0.0000	5.9124	6.2767
POS	-.5096	.0900	-5.6633	0.0000	-.6867	-.3325
EE	-.6253	.0458	-13.6512	0.0000	-.7154	-.5351

Source: Analyzed data, 2022

Hypothesis Test 03: Impact of the perceived organizational support on turnover intention

In hypothesis 3, the study proposed that there is a significant impact of the perceived organizational support on turnover intention (Takaya & Ramli, 2020). As depicted in table 4.8, the results of H3 show there was a significant negative effect [50%] of perceived organizational support on employee turnover intention ($\beta = -0.5096, p = .000, 95\% \text{ CI } [-0.6867, -.3325]$).

Table 4.8: Direct effect of perceived organizational support on turnover intention

DIRECT EFFECT OF X ON Y

Effect	se	t	p	LLCI	ULCI
-.5096	.0900	-5.663	.000	-.6867	-.3325

Source: Analyzed data, 2022

Hypothesis Test 04: Mediating the effect of employee engagement on the relationship of perceived organizational support and turnover intention

According to Baş and Çınar (2021) In hypothesis 4, the study suggests that there is a mediating effect of employee engagement on the relationship of perceived organizational support and turnover intention. Similarly, according to table 4.09, the results showed there is a negative impact of employee engagement on turnover intention and perceived organizational support ($\beta = -1.1459, p = 0.1174, 95\% \text{ CI } [-1.3759, -.9158]$). Thus, the mediation role of employee engagement is significant. Therefore, H4 is supported.

Table 4.09: Indirect effect of perceived organizational support on turnover intention

INDIRECT EFFECT(S) OF X ON Y:

	Effect	BootSE	BootLLCI	BootULCI
EE	-1.1459	.1196	-1.3901	-.9145

Source: Analyzed data, 2022

Summary of hypothesis testing

Table 4.10: Summary of hypothesis testing

Hypothesis	Decision(accepted/rejected)
H1: There is a significant impact of the perceived organizational support on employee engagement	Accepted
H2: There is a significant impact of the employee	Accepted

engagement on turnover intention	
H3: There is a significant impact of the perceived organizational support on turnover intention	Accepted
H4: There is a mediating effect of employee engagement on the relationship of perceived organizational support and turnover intention	Accepted

Source: Author, 2022

Discussion

The key findings of this study are the impact of perceived organizational support and employee engagement on the turnover intention of sales employees in a leading insurance company. This study found that perceived organizational support has a significant relationship with employee engagement, employee engagement has a significant relationship with employee turnover intention, and perceived organizational support has a significant direct relationship with turnover intention. In addition to that, this study certifies that employee engagement has a mediating effect on the relationship between perceived organizational support and employee turnover intention. Also, this study found that insurance sales employees are dominated by male employees over female with the highest educational qualification being passed the G.C.E A/L. In addition, it seems sales employees do not remain in the insurance company for very long due to their workload and stress. Most sales employees have work

experience of less than one year, which indicates that. It seems sales employees leave the organization within their probationary period of one year. Also, when the organizational support is low, it will reduce the employee engagement thus increasing the turnover intention as a result.

The perceived organizational support is identified through literature review and are studied for their strength of predicting employee engagement. Accordingly, there is one reason that perceived organizational support might lead to positive outcomes through employee engagement. In other words, employees who have higher organizational support might become more engaged in their job, which is also called high engagement and organization to support the organization reach its objectives (Rhoades & Eisenberger, 2002). As a result, literature evidence that there is a strong relationship between employee engagement and perceived organizational support. Also, this study supports organizational support having a significant impact on employee engagement by approving H1. In addition, Naufer and Kumar (2020) found that the entire investigation is concluded with recommendations and justifications that have been offered from both a short- and long-term perspective and it specifies there is a direct relationship between employee engagement and turnover intention and that relationship is negative. That literature is supported by the findings of this study by showing there is a significant relationship between employee engagement and turnover intention having a negative relationship by approving the H2.

Also the other empirical evidence shows according to Akgunduz and Sanli (2017) it is believed that perceived organization support will reduce the intention to leave the company and that relationship is

negative, according to both the Social Exchange Theory and the empirical studies. When the organization supports sales employees, the organization, their intention to leave will be drastically reduced. The values are shown in chapter 4 above. Therefore, H3 was accepted and compared with literature.

Other than the literature, this study uniquely found that employee engagement has a mediating effect on the relationship between perceived organizational support and turnover intention. Literature is supported by the findings of this study by showing there is a negative impact of employee engagement on perceived organizational support and turnover intention (Baş & Çınar, 2021). Hence, H4 was accepted and par with literature.

Furthermore, in light with H4, Ahmed and Phumdara (2020) reported that employee engagement impacts organizations performance amidst the economic challenges as well.

Conclusion

The aim of the study was to examine the mediating effect of employee engagement on the relationship between perceived organizational support and turnover intention. However, researchers included four hypotheses including organizational support' effect on employee engagement, employee engagement effect on turnover intention, the direct effect of perceived organizational support on turnover intention as well as the total support which involved all the three variables. The population of this study was the sales employees of a leading insurance company in Sri Lanka. The population was very large, and it was identified as 1042 and according to the

Morgan table, researchers had to take a sample of minimum 281 respondents. However, the sample analyzed data consisted of 284 responses. The main objective of this study is to examine the impact of perceived organizational support on turnover intention and the mediating role of employee engagement of sales employees in a leading insurance company in Sri Lanka. The study found that important aspects of perceived organizational support and employee engagement in reducing the turnover intention with its negative relationship.

Limitations and Avenues for the Future Researchers

The study contains some limitations. The first is that data was collected only in the Sri Lankan context. Prospective researchers may try to expand the scope of the study by adding foreign sector insurance organizations, other industries as well. The second is, there are so many insurance companies in Sri Lanka. But researchers only could collect data from one insurance company and the sample doesn't involve all the insurance companies. This study was cross-sectional, and data was collected at a specific point in time and respondents psychological state and stress when answering the questionnaire may have affected the responses to some extent. Longitudinal study will eliminate this issue and be more resultful. Also, this study was quantitative study. However, a qualitative study will provide deep insights into the employee perceptions that cannot be expressed through numbers. Turnover intention does not cause alone by organizational support and employee engagement issues. Sales employees other job opportunities, family issues, educational level can also be causes for turnover intention. Therefore, future researchers can

include these areas in their research to enrich the study area.

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