

# The Interplay of Supervisory Support, Group Trust and Turnover Intention among Hotel Employees

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## Abstract

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. Hospitality Industry is one that witnesses high employee turnover. The entire workforce in hotel depends on a support system from the organization and especially from the immediate supervisors. Hence, this study aimed to investigate the influencing role of supervisory support in determining the group trust and employee turnover intention among hotel employees. Data was collected from hotel employees and the study has proved that supervisory support influence group trust which in turn influences turnover intention of employees.

Keywords: Supervisory support; Group trust; Turnover intention; Hotel.

## Introduction

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. Tourism in India has significant potential considering the rich cultural and historical heritage, variety in ecology, terrains and places of natural beauty spread across the country. With a consistently growing economy, middle class and increasing disposable income, the tourism and hospitality sector is witnessing a healthy growth and accounts for 7.5 per cent of the country's GDP. According to a report by KPMG, the hospitality sector in India is expected to grow at 16.1 per cent CAGR to reach Rs 2,796.9 thousand crore in 2022. International tourist arrivals in India are expected to reach 30.5 million by 2028. The growth in the hospitality sector and its contributions to the GDP will continue to be substantially higher than other sectors of the economy on the back of huge tourism potential in the country. The hospitality sector has the potential to be the main driving force behind the growth of the economy. Tourism is also a potentially large employment generator besides being a significant source of foreign exchange for the country.

Hospitality Industry is one that witnesses high employee turnover. A Cushman & Wakefield report states that —One of the main causes of concern for Indian hospitality industry is the lack of adequate manpower given that hospitality is one of the most labour intensive service sectors and depends completely on the experiential and repeat value of the business. Customer first- The paradigm that any industry works on. This is even more true in the case of services and, especially the hospitality industry. However, what one forgets is that probably the most effective way of getting highly satisfied customers is by putting employees first. This is because satisfied employees make satisfied and delighted customers. Well treated employees treat their customers well and in turn results in satisfied and loyal customers which generate good business.

The hospitality industry uses a diverse workforce, which includes a variety of positions. A valet, cleaning personnel and restaurant servers have different requirements than check-in clerks, concierge providers and managers. Yet, the entire workforce depends on a support system from the organization and especially from the immediate supervisors. Supervisor support of employees can give organizations a competitive advantage via increased job embeddedness, reduced turnover, and higher performance [1], [2]. Hence, supervisory support plays a major role in employee satisfaction and their turnover intention. This study aims to investigate the influencing role of supervisory support in determining the group trust and employee turnover intention among hotel employees.

## Literature Review

The APA's 2017 Job Skills Training and Career Development Survey, conducted online by Harris Poll in September, surveyed a nationally representative sample of 1,076 US adults who work full- or part-time. Employees who reported feeling supported by their supervisors were more than twice as likely to also report being satisfied with their jobs, valued by their employer, and willing to recommend their company as a good place to work. There was an impact on trust as well. Nearly 80% of those who said they felt supported by their supervisors also indicated that they trust their employer, while 56% of those who said they didn't feel supported by their supervisors reported having an absence of trust in their employer. Additionally, in the absence of supervisor support, more than half of U.S. workers say they do not trust their employer (56 percent) and intend to seek employment outside the organization within the next year (53 percent). The result could be true even in India.

Organizational psychologist Liane Davey, the author of *You First: Inspire Your Team to Grow Up, Get Along, and Get Stuff Done*, says managerial support requires countless actions, but they fall into four primary categories. "You need to ensure that people know what to do, know how to do it, have the tools they require, and have the motivation to get the job done," she says. "If any one of these four pillars is

missing, the employee is set up to fail". "We've known for years that the biggest impact on an employee's experience of work is related to their supervisor," Davey says.

Due to the modern changes in the hospitality industry, there is very tough competition among the hotels. So, it is very important for an organisation to maintain a proper supportive culture for all the employees of the organisation. Perceived Supervisor Support (PSS) is defined as employees' assessments of whether or not their managers care about them and value their work [3], and in the context of bottomlevel hotel employees it is taken as the extent to the supervisors care for the employees' and their needs. Supervisory support is expected to provide energy and motivation for the employees to work enthusiastically. Social exchange theory [4] and the leader - member exchange theory proves that an exchange from the supervisor to employees defined in terms of relationships will make an satisfied, happy and productive employees [5].

Empirical literature has identified many practices and variables that contribute to the perception of organizational support by employees, such as intrinsic and extrinsic job conditions [6], challenging job content, developmental experiences, participation in decision making, fairness of rewards and opportunity for growth [7]. But, supervisory support is an important condition required for an employee to feel supported by the organization as the supervisors are the immediate point of connection with the organization.

For an exchange to be long lasting and coordinated, rules and standards structuring relations between an organization and its employees must be established. Even more so, from an ethical standpoint, trust is indispensable for acting together. Trust is a psychological state that makes an individual vulnerable to a third party. The individual is more or less dependant on the person whom he or she trusts. Trust is a concept based on affective, cognitive [8] and conative components [9]. The affective component refers to the belief in the benevolence of the other party during the exchange relationship (inspired by moral virtues such as honesty and integrity). The cognitive component refers to the belief that the other party is reliable (based on competency, past experience and information held on the person) [9]. Finally, the conative component serves to anticipate the reaction or behaviour of individuals in different situations. The level of trust is an indication of the amount of risk that one is willing to take. Since employees take a risk when they grant their trust, it is important that organizational representatives develop efforts to maintain this trust and especially the supervisors. Hence, it is postulated as

H1: Supervisory Support influences the trust of employees

In a study by APA in 2017, it is found that nearly 80% of those who said they felt supported by their supervisors also indicated that they trust their employer, while 56% of those who said they didn't feel

supported by their supervisors reported having an absence of trust in their employer. The trust of employees in the organization is crucial to developing a healthy at the workplace. The development of trust is a process based on the belief that the other party will respect their commitments and that their intentions are benevolent [10]. Supervisor support plays an important role in cultivating a positive and trustworthy environment in which group members are more inclined to trust each other. Such an environment creates a positive and fulfilling work-related state of well-being [11]. A group relationship based on trust creates a climate conducive to retaining loyal group members [12] and helps to minimize employee turnover intention. Specifically, a trusting group employment relationship plays an important role in improving employee job satisfaction, promoting task performance, and reducing turnover intention [13]. In a trustful environment, employees would feel that the employer or the reporting authority would be more concerned towards the growth, satisfaction and wellbeing of them.

Hence, it is postulated as

H2: Trust negatively influences the turnover intention of employees

## Methodology

The participants of the study were hotel waiters. The data was collected using a questionnaire. The questionnaire included demographic details like gender, age, income and educational qualification. Perceived supervisory support was measured using a 4 item scale [2]. Sample items include “My supervisor shows very little concern for me”, “My supervisor really cares about my wellbeing”, “My supervisor cares about my general satisfaction at work”. The 4 items were rated on a 5-point Likert scale where one was strongly disagree and five was strongly agree. The average score was calculated and the continuous values were assigned for the variable supervisory support. Group trust was measured using a six-item scale [14]. Sample items included, “Group members will consider my opinions when making work related decisions” and “I can freely share my ideas and feelings with group members.” The 6 items were rated on a 5-point Likert scale where one was strongly disagree and five was strongly agree. The average score was calculated and the continuous values were assigned for the variable group trust. The turnover intention scale was assessed using the adapted five-item scale [15]. Sample items included, “I hope to find a new job next year”, “I am always thinking about quitting my current job,” and “I am looking forward to quitting my present job.” The 5 items were rated on a 5-point Likert scale where one was strongly disagree and five was strongly agree. The average score was calculated and the continuous values were assigned for the variable turnover intention. In total, there were 15 items to measure the three variables taken for the study.

The questionnaire was translated into the native language of tamil and administered. To ensure that the Tamil and English versions of the measures were equivalent, we originally wrote the questionnaire in English and had one of the authors who was bilingual in Tamil and English translate it into Tamil. We then obtained a back-translation from another five bilingual academic. The backtranslation procedure confirmed that the translation was appropriate pending a minor revision.

## Results

The demographic details of the participants are given in table1.

Table 1: Demographic Details

Variable	Number	%
<b>Gender</b>		
Male	61	88.4
Female	8	11.6
<b>Marital Status</b>		
Married	31	44.9
Single	38	55.1
<b>Education</b>		
Under Graduation	1	0.01
Diploma	53	76.8
School Education	15	21.7
<b>Salary</b>		
5000-10000	46	66.7
10000-20000	23	33.3

It is found that there were very few female employees in the hotel industry. Majority of the respondents were diploma holders and their salary was between 5000 Rs to 20000 Rs.

The reliability of the instrument was measured using cronbach's alpha and the results are given in table 2.

Table 2: Reliability

Variable	Number of Items	Chronbach's Alpha
Supervisory Support	4	0.937
Group Trust	6	0.954
Turnover Intention	5	0.986
Overall Scale	15	0.957

As the Chronbach's alpha scores of the overall instrument and for the variables separately are all above 0.8, it is inferred that the instrument used had high internal reliability and hence, the data collected could be used for further analysis.

To test the first hypothesis H1, whether supervisory support influences group trust, regression analysis is done and the results are shown in table 3.

Table 3: Hypothesis H1 Test Results

Coefficients	R Square	F	Beta	t	Sig
	0.514	70.764			
Constant			1.009	3.094	p<0.05
Group Trust			0.718	8.412	p<0.05

Supervisor support explains **51.4%** of the variance (R square) in Group trust, which is significant, as indicated by the F-value of **70.764**. Therefore we can say that supervisor support significantly predicts the group trust –  $F(1,67) = 70.764, p<0.05$ . From the Coefficients table, we can conclude that supervisor support is statistically significant in predicting the group trust (Beta =0.718 , $p<0.05$ ). Hence, we can write the Regression Equation as,

$$\text{Group trust} = 1.009 + 0.718*(\text{Supervisor support})$$

Hence, hypothesis H1 is supported.

To test the second hypothesis H2, whether group trust support influences turnover intention, regression analysis is done and the results are shown in table4.

Table 4: Hypothesis H2 Test Results

Coefficients	R Square	F	Beta	t	Sig
	0.397	50.020			
Constant			0.879	3.094	p<0.05
Turnover Intention			- 0.740	8.412	p<0.05

Group Trust explains 39.7% of the variance (R square) in Turnover Intention, which is significant, as indicated by the F-value of **50.020**. Therefore we can say that group trust significantly predicts the turnover intention –  $F(1,67) = 50.020, p<0.05$ . From the Coefficients table, we can conclude that group trust is statistically significant in predicting the turnover intention (Beta =-0.740 , $p<0.05$ ). Hence, we can write the Regression Equation as,

$$\text{Turnover Intention} = 0.879 - 0.740 * (\text{Group Trust})$$

Hence, hypothesis H2 is supported. When group trust is high, turnover intention of employees is low.

## Discussion and Conclusion

The study has proved that supervisory trust has positive influence on group trust and when group trust is high, turnover intention of employees is low. This study results have shown the importance in developing a supportive culture in the organizations. Supervisory support plays a significant role in making the employees to get inclined to each other and trust each other. When the employee feels that the supervisor supports them and understands them, they start developing a trust towards their supervisor which gets transferred in to developing trust among the group. The study results corroborates with the results of many studies [2], [5]. group relationship based on trust creates a climate conducive to retaining loyal group members [12] and helps to minimize employee turnover intention. Attracting and maintaining high quality employees is imperative for hospitality industry to leverage and contribute to the growth of tourism in India. Similarly, the Indian tourism industry has the challenge of enhancing employees loyalty and reducing the frequency of employee ‘job-hopping.’ Our results suggest that to increase employee

retention and ensure employee loyalty, Hotels must strengthen the level of supervisory support the frontline employees believe they receive from the employers. Seeking out employee feedback and suggestions can help employees feel their supervisors value them and thus care about their job satisfaction. Specifically, supervisors should schedule individual one-on-one meetings on a regular basis, which further reinforces to employees their value through building and strengthening supervisor-employee relationships.

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