Research Article

The Relationship between Perceived Supervisory Support and Turnover Intention: The Moderator Effect of Career Satisfaction

Algılanan Yönetici Desteği ve İşten Ayrılma Niyeti İlişkisinde Kariyer Tatmininin Düzenleyici Rolü

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Abstract

The aim of this study is to examine the moderator effect of career satisfaction in the relationship between perceived supervisory support and turnover intention. The research data was obtained from the employees (nurses, caretakers and technicians) of a private health enterprise operating in the Ankara region. 398 employees participated in this research. Correlation and regression analysis were applied by SPSS 26 program. The results of the analysis revealed that there is a negative relationship between perceived supervisory support and turnover intention, and career satisfaction has a moderator effect in this relationship. On the other hand, there is a positive relationship between perceived supervisory support and career satisfaction and a negative relationship between career satisfaction and turnover intention.

Keywords: *Perceived Supervisory Support, Career Satisfaction, Turnover Intention.*

Öz

Bu çalışmanın temel amacı algılanan yönetici desteği ile işten ayrılma niyeti arasındaki ilişkide kariyer tatmininin düzenleyicilik etkisini incelemektir. Araştırma verileri anket yöntemiyle Ankara'da sağlık sektöründe faaliyet gösteren bir özel işletmenin hemşire, hastabakıcı ve teknikerlerinden elde edilmiştir. 398 çalışanın katılımıyla veri toplama süreci tamamlanmıştır. Toplanan veriler SPSS 26 paket programı aracılığıyla korelasyon ve regresyon analizlerine tabi tutulmuştur. Analiz sonuçları algılanan yönetici desteği ile işten ayrılma niyeti arasında negatif yönlü anlamlı bir ilişki olduğunu ve kariyer tatmininin bu ilişkide düzenleyici bir değişken olarak rol oynadığını ortaya koymuştur. Diğer taraftan algılanan yönetici desteği ile kariyer tatmini arasında pozitif yönlü ve gene kariyer tatmini ile işten ayrılma niyeti arasında ise negatif yönlü anlamlı bir ilişki olduğu elde edilen diğer sonuçlardır.

Anahtar Kelimeler: *Algılanan Yönetici Desteği, Kariyer Tatmini, İşten Ayrılma Niyeti*

Introduction

Health systems have been restructured around the world to fulfill the community needs depending on the changes in population density and demographic characteristics that have ultimately raised the provision of primary healthcare services (WHO, 2008). The sustainability of accessible, effective, safe, patient-focused and high-quality healthcare services can be facilitated through the retention of well-trained and qualified workers and ensuring the stability of this workforce is a fundamental issue. Undoubtedly, the most important input of organizations is the workforce (Görmüş and Özüdoğru, 2020). Most countries across the world have adopted an approach towards recruiting acute care professionals for strengthening the primary healthcare workforce (Primary Health Care Advisory Group, 2015; WHO, 2016). Researchers (Gaynor and Hass-Wilson, 1999; Kumar et al., 2002) argue that the healthcare industry is among the ones that experienced substantial transformation. Based on World Health Organizations' forecast for the global healthcare sector, a shortage of qualified healthcare professionals is expected to account for 12.9 million by 2035 with the rapid population growth (Campbell J., Dussault, G., Buchan, J., Pozo-Martin, F., Guerra-Arias, M., Leone, C., Siyam, A., and Cometto, G.A., 2014). The highest share of labor shortage (47% and 25%) is estimated for Africa and South-East Asia, while European countries are predicted for the lowest share (1%).

As mentioned above, the recruitment and retention of healthcare professionals emerge as the main priority in coping with shortages related to healthcare professionals. Therefore, overcoming healthcare workforce shortages including has become a key priority (Campbell J., Dussault, G., Buchan, J., Pozo-Martin, F., Guerra Arias, M., Leone, C., Siyam, A., and Cometto, G.A., 2014). Given that their psychological susceptibility as a result of being frontline employees, healthcare professionals should be of particular concern to all relevant parties. According to Maunder et al. (2006), past studies have indicated that healthcare professionals display high levels of psychological distress associated with stressful workplace conditions, work overload, risk of getting an infectious disease and being socially isolated and ultimately worrying about family members. For an organization aiming to attain a competitive advantage in the marketplace, it is a central issue to enhance employees' feelings of attachment and engagement.

In recent years, many companies have attempted to become preferred employers, which is defined as an organization that leverages their competition in attracting and retaining people with professional skills (Joo and McLean, 2006). Pfeffer (2005) suggests that the retention of qualified workers is now becoming highly important in today's world where human resources skills are increasingly the fundamental factor in yielding a competitive edge. In this context, there is a need for enhanced awareness of the underlying causes of turnover decisions and the way controlling the turnover will continue to be the main concern for further studies.

Theorists reached a consensus that employees can differentiate relationships with an immediate supervisor from managers of organizations and the organization itself (Becker, 1992; Dirks and Ferrin, 2002; Reichers, 1985, 1986). According to Reichers (1985) employees are able to bind separately to each distinguished relationship. Hoffman and Morgeson (1999) suggest that employees are also inclined to address their behaviors in a way to reciprocate towards the target that produces benefits to them. It could be also suggested that employees have higher priority for their supervisors as compared to the organization. Organizational Equilibrium Theory developed by March and Simon (1958) denotes employees' decisions to stay in an organization as a function of equilibrium between the benefits of inducements expected to be offered by the organization, and those expected from the employees. There is an increasing number of research proposing the substantial role of relational inducements such as supervisory and organizational support in employees' work-related decisions, albeit the recent studies have emphasized behavioral and material inducements including pay and benefits (Allen, Shore and Griffeth, 2003).

Employees' turnover intentions have also been a vital issue from an organizational aspect. Lambert, Hogan and Barton (2001) suggest that many researchers and organizational leaders from varying fields have paid growing attention to the issue of employee turnover intention. The turnover issue has become a central focus as a critical factor in terms of firms' financial performances (Lambert et al., 2001) and has been under the influence of different variables related to organizations. In this context, Mobley et al. (1979) suggest four basic precursors of employee turnover intention incorporating demographic characteristics that have an impact on individuals' decisions, job satisfaction, and turnover intention as well as workplace factors.

When reviewing the background of the relevant literature, past research has given more emphasis on the variables which help to predict employee turnover; however, focusing solely on the predictor variables neglects the causal pathways suggested by turnover models (Griffeth, Hom and Gaertner, 2000; Lee and Mitchell, 1994; Maertz and Campion, 2004; Price and Mueller, 1981). More efficient and theoretically-grounded research on turnover has primarily explored intermediate causal relations between turnover and predictor variables (Hom, Caranikas-Walker, Prussia and Griffeth, 1992).

Over the past few decades, career satisfaction has been a frequently argued topic in research relevant to a career field. Given that the volatile and suddenly changing external environment, an individual's judgment and approach to career development have been one of the fundamental concepts in practical life and the field of career research. Nevertheless, career satisfaction has not been argued extensively based on career achievement variables, such as perceived supervisor support (career capital) and turnover intention of employees. Therefore, this study intends to identify the influence of perceived supervisory support on career satisfaction and turnover intention and the moderating role of the career satisfaction between these variables. Rogelberg (2006) posits that career satisfaction positive emotions and perceptions that arise from the fulfillment of tasks related to the career. According to Judge, Cable, Boudreau and Bretz (1995), career satisfaction is widely considered as a subjective career success which refers to a person's satisfaction with their career attainments. Barnett and Bradley (2007) argue that social and material supports specifically for employees' goals are critical predictors of career satisfaction. The variables perceived supervisory support, career satisfaction and turnover intention are frequently used in predicting work-related outcomes such as job performance and satisfaction, leaving decisions and innovative activities of employees.

In the contemporary business world, organizations have still dealt with how to cope with employee turnover intentions. Today organizations strive to facilitate optimized solutions with the goal of minimizing turnover intentions of the employees (Campbell J., Dussault, G., Buchan, J., Pozo-Martin, F., Guerra Arias, M., Leone, C., Siyam, A., and Cometto, G.A., 2014). In this context, the predominating role of strategic human resource management in minimizing employee turnover intentions is flourished by the contributions of supervisors. Colwill, Cultice and Kruse (2008) suggest that the support afforded by supervisors helps to reduce employees' turnover intentions. Employees' satisfaction soars to a higher level as a result of supervisory support which ultimately reduces turnover intentions. Consistent with the basis of social exchange theory, the literature provides research posit that behavioral outcomes of employees are positively impacted by supervisor support (Sargen, Hooker and Cooper, 2011). One of the basic goals of this research is to expand understanding of turnover intention by analyzing the influences of supervisor support as a predictor variable. Supervisor support refers to the extent to which employees' awareness of supervisors' support and encouragement afforded for concerns and task performances of employees (Bodenheimer and Sinsky, 2014).

Many studies suggest that supervisory support is one of the significant determinants predicting the turnover intentions of employees. The positive linkage between supervisory support perceived supervisory support and career satisfaction is beneficial and effective in the attainment of competitive advantage in the business environment in the modern era. Hence, this study provides a significant contribution to the current literature about these three constructs. In addition, this

study offered guidance on the practical implications for private healthcare providers to develop and practice effective human resource strategies that rely on supervisor support and employee encouragement with an ultimate target of reducing turnover intentions among employees.

This research explored how perceived supervisory support and support career satisfaction are influential on the turnover intentions of healthcare professionals. The career satisfaction was explained as a moderating variable to show how it impacts the direction and strength of the association between perceived supervisory support and career satisfaction. Career satisfaction should be regarded as a significant variable in predicting employee turnover intention, as well. Perceived supervisor support and career atisfaction are key factors that could be attributed to reduced levels of turnover intention among employees working in the healthcare sector.

Theoretical framework and hypotheses

The theoretical framework of this research is established on the concepts of perceived supervisory support, employee turnover intention and career satisfaction and the associations among them. From a theoretical approach and based on the comprehensive literature review, this research primarily seeks to observe the moderating effect of career satisfaction in the linkage between perceived supervisory support and employee turnover intention.

Perceived supervisory support

Research shows that perceived supervisory support is a critical factor in organizational effectiveness in most industries (Lu, Cooper and Lin, 2013; Tourigny, Baba and Lituchy, 2005). However, researchers have shown little interest regarding how supervisory support impacts employees' behavioral outcomes, particularly in the healthcare industry. According to Burke, Borucki and Hurley (1992), supervisory support is described as employees' perception regarding the degree to which their supervisors provide support and encouragement in return for their job performances and concerns about their well-being. Recent studies have found that when employees perceive the supportive environment created by their supervisors, they most likely to support their supervisors and reach organizational objectives and goals (Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades, 2002). Karatepe and Uludag (2008) suggest that supervisory support has also been found to diminish conflicting issues associated with family and workplace and thereby fosters career satisfaction.

The role of supervisor support is essential for organizational effectiveness in diverse industries (Thomas, Bliese and Jex, 2005). According to Burke, Borucki and Hurley (1992), supervisor support is defined as the degree of employees' recognition regarding the supervisor's supportive behavior and their encouragement on the performance and concerns of employees. The supportive behaviors of supervisors induce employees' supportive behaviors that lead to the optimization of corporate objectives of firms (Eisenberger et al., 2002). The significant association between training programs and supervisor behavior related to turnover intentions has also been explored (Qaisar, Shahid, Bano, Fawad and Afzal, 2019). The role of perceived supervisor support in reducing employee turnover intentions is crucial (Arıcı, 2018; Kalidass and Bahron, 2015), therefore, supervisory support would necessarily be considered in terms of turnover intentions of employees (Choi, Cheong and Feinberg, 2012). Richard, Boncoeur, Chen and Ford (2018) suggest that supervisors' abusive behavior negatively affects turnover intentions. On the other hand, the literature embraces research (Dupré and Day, 2007) that suggest the indirect influences of supportive management process on employee turnover intention. Scholars have scrutinized supervisory support is attributed to enhanced levels of career satisfaction and organizational attachment of employees well-being, and in employees. Thomas and Ganster (1995) point out that the supervisors' person-oriented and task-oriented behaviors are influential on employees' turnover intentions.

Career satisfaction

Career satisfaction is defined as intrinsic and extrinsic values that are factors relevant to a career including salaries as well as growth and development opportunities for an employee (Kong, Cheung and Song, 2012) define. According to Kang, Gatling and Kim (2015), career satisfaction is regarded as an extent of subjective career success (Kang, Gatling and Kim 2015; Wickramasinghe and Jayaweera, 2010). According to Peluchette (1993), career satisfaction can be assumed to have a link with employee psychological well-being and quality of working life. Career satisfaction refers to employees' awareness of their career accomplishments and predictions for career development in the future (Judge, et al. 1995; Nauta, van Vianen, van der Heijden, van Dam and Willemsen, 2009). Several studies are consistent with the notion that career satisfaction is pivotal from the aspect of important work-related outcomes such as intention to remain and turnover intention (Armstrong-Stassen and Ursel, 2009; Nauta, et al. 2009).

Turnover intention

Turnover intention refers to employees' voluntary leaving their current jobs in the short term by considering alternative career options (Elangovan, 2001; Tett and Meyer, 1993). When considering the emphasis of researchers on the global attitudes related to job or organization as precursors of turnover intention (Price and Mueller, 1981), there is an insufficiency of research that has mainly investigated the influence of employee relationships with supervisors (Mitchell, Holtom and Lee 2001) on employee turnover decisions. On the other hand, the literature encompasses studies (Griffeth et al., 2000; Maertz, Stevens, and Campion, 2003; Payne and Huffman, 2005) strongly highlighting that immediate supervisors play a primary role in the turnover intentions of employees.

In human resource management studies, employee turnover intention has been regarded as an important problem that adversely affects organizations. It is viewed as a powerful predictor in estimating the financial performances of enterprises (Lambert et al., 2001). Employees' turnover decisions negatively impact organizations and lead to high costs firms (Stanz and Greyling, 2010). Therefore, firms view qualified employees as key assets and the leave of these employees will result in ineffective organizational management, business operations and delivery of service (Sulu, Ceylan and Kaynak, 2010). Previous research explored the potential forerunners of employee turnover intention such as demographic characteristics, job satisfaction and workplace environment (Mobley et al., 1979).

The turnover intention has been regarded as a final act of employees to make an actual decision to quit (Mobley, 1982; Mowday, Steers and Porter, 1978). Turnover intention relates to employees' intent to quit jobs as a planned behavior (Fishbein and Ajzen, 1977). Turnover intention is also referred to conscious purpose to quit the organization (Tett and Meyer, 1993).

Perceived supervisory support and turnover intention

The support, which is provided by supervisors, impacts employees' turnover intention by influencing their beliefs and behaviors referring to the organization (Maertz, Griffeth, Campbell and Allen, 2007). In literature, there is a consensus on the view that employees build distinguished relationships with their supervisors and organizations as a part of them (Becker, 1992; Dirks and Ferrin, 2002; Reichers, 1985). According to employees often tend to exhibit their responsibilities towards the supervisor (Hoffman and Morgeson, 1999). In other words, Hoffman and Morgeson (1999) posit that employees are inclined to reciprocate their actions to the target that benefits them. The findings of the research implemented by Maertz and Griffeth (2004) suggest that employees' commitment to their supervisors has differentiated impacts on turnover cognitions apart from a commitment to the organization.

The quality of the relationship between supervisors and employees directly impacts employee turnover decisions. Hence, it is necessary to regard this relationship as a determinant of the turnover intentions of employees. Newman, Thanacoody and Hui (2012) suggest that organizations are able to minimize employee turnover intentions through the enhancement of

perceived supervisory support. Gentry, Putrevu and Schultz (2006) stated that perceived supervisory support plays a pivotal role in employee retention in organizations. According to Guzzo, Noonan and Elron (1994) and Wayne, Shore and Liden (1997), when employees feel that they received insufficient support, the employees are more likely to display attitudes such as the intention to disappear from the organization. It is supported by the view that within an organization facilitating supportive environment, employees' negative emotions and thoughts are reduced while their loyalty is increased (Güzel, Perçin and Tükeltürk, 2011).

Perceived supervisory support is significant in facilitating more strategic turnover management. In this context, Tuzun and Kalemci (2011) emphasized perceived supervisory support for being worthwhile in developing strategic ways to be deployed in turnover management. Supervisors' acts of providing positive feedback towards employees are viewed as excellent in minimizing employees' turnover intentions (Tuzun and Kalemci, 2011). Perceived supervisory support impacts employee turnover intention by influencing employees' feelings and behaviors related to the organization itself.

In the literature, plenty of empirical evidence (Becker, 1992; Clugston, Howell and Dorfman, 2000; Maertz et al., 2003; Maertz, Mosley and Alford, 2002; Mitchell et al., 2001; Settoon, Bennett and Liden, 1996; Tekleab et al., 2005; Wayne et al., 1997; Wayne, Shore, Bommer and Tetrick, 2002) suggest that the support given by supervisor should have independent and extensive impacts on turnover cognitions and attitudinal outcomes. Thus, hypothesis H_1 is proposed as follows:

H_1: Perceived supervisory support has a significant effect on turnover intention.

Perceived supervisory support and career satisfaction

Health professionals might emerge as an important figure when depicting the employees who occupy boundary-spanning positions in the organizations. Deci and Ryan (1987) posit that particularly boundary-spanning employee working with supportive supervisors are given care about their feelings and encouraged to express their concerns, and ongoing feedback. Cummins (1990) and Dubinsky and Skinner (1984) found that supervisory support has a mitigating effect on the level of employee stress by improving the psychological well-being of employees. There are only a few studies that have been found to be related to the association between supervisory support and career satisfaction (Wickramasinghe and Jayaweera, 2010). Greenhaus, Parasuraman and Wormley (1990) state that employee careers are more likely to be improved by the relationships built with supervisors. According to Wickramasinghe and Jayaweera (2010), career satisfaction is described as the extent of subjective career success which has inferences for the psychological well-being of an employee and the quality of their work-life (Peluchette, 1993). Many researchers (Gattiker and Larwood, 1986; Judge, et al. 1995; Nauta et al., 2009) describe career satisfaction as a behavioral construct as an awareness of individuals regarding their current career accomplishments and estimations for future career growth. Thus, hypothesis H_2 is proposed as follows:

H_2: Perceived supervisory support has a significant effect on career satisfaction.

Turnover intention and career satisfaction

Career satisfaction is a critical predictor of employee turnover intention (Egan, Yang and Bartlett, 2004; Wright and Bonett, 2007). In the literature, career satisfaction has been mentioned as a moderator variable to demonstrate how it influences the direction and strength of the relationship between the perceived supervisory support and turnover intention. Wright and Bonett (2007) suggest that low levels of employee job satisfaction and mental well-being are most likely conducive to employee turnover intention. Likewise, the opportunities such as meaningful work

and promotion are also important predictors of turnover intention (Wright and Bonett, 2007). According to Heslin (2003), individuals tend to make a comparison to others when they have success in their careers. Buunk, Zurriaga, Gonzalez-Roma and Subirats (2003) argue that social comparisons provide a strong ground for individuals to assess their work situation and they deal with how others can perform superior things in upward social comparison. Such individuals tend to exhibit job-seeking behaviors when compared to those engaged in downward comparisons (Buunk et al., 2003). Some researchers (Diener and Fujita, 1997; Thornton and Moore, 1993) posit that upward comparison is attributed to feelings such as envy and inferiority that ultimately entail enhanced levels of turnover intentions. Contrary to this argument, individuals who individuals are inclined to yield higher career achievement, have less tendency towards quitting their organizations. Finegold, Mohrman, and Spreitzer (2002) suggest that individuals' attachment to their organizations and intention to stay are increased when they perceive that their career-related needs are fulfilled by their organizations. Hence, Hypothesis H_3 is proposed as follows:

H_3: Career satisfaction has a significant effect on turnover intention.

Career satisfaction as a moderator between perceived organizational support and turnover intention

Researchers (Chan and Mai, 2015; Sullivan and Baruch, 2009; Weng and McElroy, 2012) consider career satisfaction as a predictor that provides insights to know more about employee turnover intentions since careers are more likely to pinpoint the significance of subjective career success in the process involving career management. Lee and Mitchell (1994) posit that turnover models have conventionally been regarded to reflect significant links between personal satisfaction assessment and varying turnover decisions. Consistent with this argument, Blau (2007) generated a model based on the assumption that career satisfaction is among the most rationally emerged predictors (besides commitment) for employee turnover intentions in the behavioral extent. The results reported higher explanatory power for career satisfaction than job satisfaction. Furthermore, there is also empirical evidence suggesting that career satisfaction negatively affects career turnover intention.

Some researchers (Chan and Mai, 2015; Nauta et al., 2009) reported in their cross-sectional study that career satisfaction is negatively associated with employee turnover intentions. Thus, the interrelation between perceived supervisory support and employee turnover intention is fundamentally aimed at proclaiming career satisfaction as a potential moderator. Heslin (2005) argues that career satisfaction is related to individuals' subjective manifestation and evaluation of his or her professional development across personal aspects. By considering the time and energy expended by employees to achieve the needs and objectives related to their career path, it can be thereby implied that career satisfaction results in subjective judgment on whether these objectives have been accomplished (Judge et al., 1995).

Perceived supervisory support is assumed to be a powerful predictor for career satisfaction since it enables the accomplishment of individuals' professional objectives (Cable and DeRue, 2002). In this context, organizations more likely to support healthcare professionals by satisfying their specific needs and encourage them to chase their career goals. Particularly increased levels of career-related perceived supervisory support more likely to contribute to employees in chasing their career goals and might be assumed to be positively related to employees' career satisfaction.

The following hypothesis, which is produced by combining Hypotheses 1 and 3, proposes career satisfaction as a moderating variable in the association between perceived supervisory support and turnover intention among healthcare professionals working in a private enterprise.

H_4: Career satisfaction has a moderating effect on the relationship between perceived supervisory support and turnover intention.

Methodology

This research study is based on the assumption that perceived supervisory support has a negative effect on turnover intention and the degree of employee satisfaction received from his/her job and career has an ability to moderate this effect. In other words, a high level of career satisfaction is attributed to the increase in the magnitude of the effect of perceived supervisory support on turnover intention. Hence, the primary objective of this research is to discover the relationships between perceived supervisory support, career satisfaction and turnover intention and to determine whether career satisfaction has a moderating effect on the relationship between perceived supervisory support and turnover intention.

This study thereby seeks to develop a framework indicating under what conditions and at which level will the relationship between perceived organizational support and turnover intention occur from the aspect of career satisfaction. Thus the hypotheses developed in line with these arguments are suggested as follows:

H_1: Perceived supervisory support has a significant effect on turnover intention.

H_2: Perceived supervisory support has a significant effect on career satisfaction.

H_3: Career satisfaction has a significant effect on turnover intention.

H_4: Career satisfaction has a moderating effect on the relationship between perceived supervisory support and turnover intention.

In this context, the research was carried out in January 2021 among 398 employees (nurse, caregiver and technician) from a private healthcare provider in Ankara using face-to-face interviews and online surveys and data were collected accordingly. Demographic questions are asked in the first part of the survey to acquire data regarding participants' age, gender, education level, position and hours of service. The second part of the survey includes statements that measure employees' attitudes regarding perceived supervisory support, turnover intention and career development.

Perceived supervisor support levels of employees were measured using 8-item *Perceived Supervisory Support (PSS) Scale* developed by Eisenberger et al. (1986). In this scale, the word *"organization"* is replaced by *"supervisor"*. The statements such as *"my supervisor cares about my opinion"* and *"my supervisor really cares about my well-being"* can be sample statements included in the PSS scale.

Career satisfaction levels of employees were measured using the one-dimensional *Career Satisfaction (CS) Scale* consists of five items and developed by Greenhaus, Parasuraman and Wormley (1990). The scale includes sample statements such as *"I am satisfied with the success I have achieved in my career"* and *"I am satisfied with the progress I have made towards meeting my overall career goals"*. Finally, turnover intentions levels of employees were measured using a one-dimensional *Turnover Intention (TI) Scale* that consists of four items and developed by Angle and Perry (1981). The scale includes sample statements such as *"I want to remain in my organization until retirement"* and *"I want to leave my organization as soon as possible"*.

As seen above, the statement given in the first item is reversely coded and analyses were performed by considering this situation. Survey form/Questionnaire consists of 17 statements totally except demographic questions. All of the statements contained in the second part of the survey forms, which were distributed to the participants, were arranged based on a five-point Likert-type scale ranging that has answer options from 1=strongly disagree to 5= strongly agree. SPSS26 statistics software package was used to analyze the acquired data. The proposed model for this study is illustrated in Figure 1. The research model assigns turnover intention as a

dependent variable and perceived supervisory support as an independent variable while career satisfaction is taken as a dependent, independent and moderating variable.
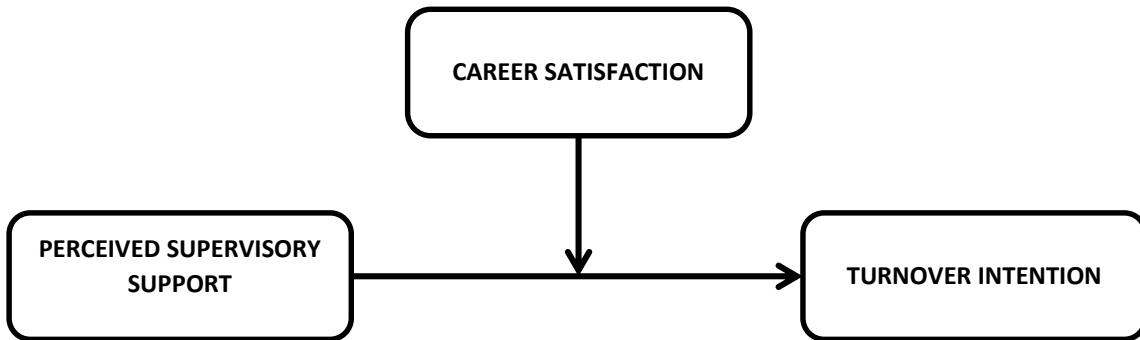

Figure 1. Research model

Research findings

The respondents, who provided responses to the questions asked in the questionnaire, consisted of 29 % men and 71% women. This result indicates that the majority of these employees are women in this enterprise delivering health care services. 44 % of the participants comprised of employees aged between 29 and 36 years. Only a small portion (18 %) of the respondents is between the ages of 18 and 25. Among those who participated in the survey, 61 % are married, 39 % are single. According to the educational attainment of participants; 52% have a bachelor's degree, followed by high school graduates (26 %). Nurses represent the largest proportion of respondents in the surveyed enterprise.

Correlation and reliability analysis

Table 1 shows the relationships between perceived supervisory support, career satisfaction and turnover intention as well as Cronbach Alpha reliability coefficients of the scales used for measuring each variable. According to Cohen (2013), there is a weak relationship between variables when correlation analysis yielded an "r" value less than 0,30; the relationship between variables is regarded moderate when "r" value falls within the range between 0,30 and 0,50 and correlation analysis indicates a strong relationship when r value exceeds 0.50.

As suggested in Table 1, there is a negative and strong relationship between perceived supervisory support and turnover intention, there is a negative and strong relationship between career satisfaction and turnover intention, whereas there is a positive and strong relationship between perceived supervisory support and career satisfaction.

Table 1. Relationship between variables

Variables	1	2	3
Perceived Supervisory Support	(0,91)		
Career Satisfaction	,577*	(0,89)	
Turnover Intention	-,598*	-,497*	(0,71)

* Correlation is significant at 0.01 level. ** Values shown in parentheses represent Cronbach Alpha reliability coefficients.

Regression analysis

Simple linear regression analysis was performed to evaluate hypotheses H_1, H_2 and H_3 that was proposed in line with the relevant literature. In this context, the effect of perceived supervisory support on turnover intention has been examined. On the other hand, the effect of perceived supervisory support on career satisfaction and the effect of career satisfaction on turnover intention was investigated, as well.

The results of simple linear regression analysis are found to be statistically significant ($p<0.05$). The simple linear relationship between the variables is given by regression equation *"turnover intention = 4,121 + - ,597*(perceived supervisory support)"*. The results of the analysis suggest that the value R^2 is 0,384. The percentage of the variance in turnover intention is 38 and can be explained by perceived supervisory support. Thus, Hypothesis H_1 is accepted. In addition, the relationship between perceived supervisory support and career satisfaction is statistically significant ($p<0.05$) and the value R^2 is 0,353 based on the acquired data. Hence, it can be implied that 35 % of the variance in career satisfaction stems from perceived supervisory support. Hence, Hypothesis H_2 is accepted. Finally, the relationship between career satisfaction and turnover intention is statistically significant ($p<0.05$) and the results of the regression analysis suggest that the value R^2 is 0,262. Therefore, it can be expressed that 26 % of the variance in turnover intention can be explained by career satisfaction. This finding indicates that Hypothesis H_3 is accepted.

Table 2. Regression Analysis Results

Independent Variable	Dependent Variable	B	β	F	R^2	Adjusted R^2	p
Perceived Supervisory Support	Turnover Intention	-,593	-,598	169,95	,386	,384	,000
Perceived Supervisory Support	Career Satisfaction	,477	,577	151,75	,355	,353	,000
Career Satisfaction	Turnover Intention	-,602	-,497	99,865	,265	,262	,000

The moderating effect of career satisfaction in the relationship between supervisory support and turnover intention examined by the hierarchical regression analysis. The presence of moderation can be expressed when the magnitude of the association between two different variables depends on the third variable (Preacher, Rucker and Hayes, 2007). The moderating variable is characterized by its ability to impact the magnitude and direction of the effect of an independent variable on a dependent variable (Baron and Kenny, 1986).

If the existence of another variable, which is regarded to have a moderating effect on the association between two variables, the impacting power of dependent variable on independent variable exhibits variation or association between these variables goes in the opposite direction. Initially, there should be a definite link between dependent and independent variables in order to articulate the existence of moderating variable. In the regression equation, the presence of a statistically significant relationship is essential between a dependent variable and the interaction effect as the product of independent and moderating variables (Aiken and West 1991).

Contrary to the above, the existence of a significant relationship between independent and moderating variables may not be necessary. There are varying methods employed for demonstrating the moderating effect. In this study, it was determined whether career satisfaction has a moderating effect on the association between perceived supervisory support and turnover intention through hierarchical regression analysis in SPSS software.

As is known, the moderating effect model suggests a three-step hierarchical regression analysis. In the first step, dependent and independent variables are inserted in appropriate places in the program. In the second step, the moderating variable is inserted accordingly. In the final step, the interaction value, which stands for the multiplication of independent and moderating variables, is inserted in the relevant place and the analysis is performed. Each step is expected to be statistically significant based on the findings of the analysis ($p<0.05$). The variations in value R^2 will be explored if the moderation model is significant.

The findings of correlation analysis made a determination regarding the fulfillment of the preliminary condition for the presence of a statistically significant association between dependent and independent variables. The independent variable (supervisory support) and the moderating variable (career satisfaction) are initially standardized to reach up to the interaction value, as mentioned herein. The multiplication of the standardized variables (supervisory support*career satisfaction) yields the value of interaction. The above-mentioned steps follow from the detection of the interaction value.

Table 3. Hierarchical Regression Analysis Results

Model		B	S.H.	Standardized β	t	p
1)	**(Constant)**	2,060	,048		44,408	,000
	Perceived Supervisory Support	-,624	0,48	-,596	-11,939	,000
2)	**(Constant)**	2,060	,047		43,490	,000
	Perceived Supervisory Support	-,488	,058	-,456	-8,655	,000
	Career Satisfaction	-,236	,58	-,225	-4,097	,000
3)	**(Constant)**	1,995	,053		39,907	,000
	Perceived Supervisory Support	-,466	,058	-,445	-8,359	,000
	Career Satisfaction	-,215	0,58	-,206	-3,693	,000
	Interaction (PSS x CS)	,081	,042	,094	1,934	0,44
Dependent Variable: Turnover Intention						
1)	R=591	R²=,386		F=167,939		p=,000
2)	R=619	R²=,421		F= 96,705		p=,010
3)	R=634	R²=,453		F= 66,298		p=,044

Thus, as in Table 3, previously developed models are investigated in accordance with the findings of hierarchical regression analysis. Regression models in all steps produced p values below 0,05 and were therefore assessed as statistically significant, as shown above. As given in Table 4, the steps are examined separately. In Step 1, the value of R^2 is 0,386. In Step 2, R^2 yielded a value of 0,421 with the inclusion of career satisfaction. In Step 3, the R^2 value increased up to 0,453 by exhibiting little variation with the incorporation of interaction value (perceived supervisory support *career satisfaction) into the analysis. These values indicate that 38 % of the variance in turnover intention can be explained solely by perceived supervisory support in Step 1, while 45

% of the variance in turnover intention can be explained with the addition of career satisfaction and interaction value in Step 2 and Step 3.

The graph in the following is suggested for a good interpretation of regression analysis performed as well as for the observation of variances more concretely. The graph below was generated by using an additional module called *Process*, which is developed by Hayes (2017) and can be added to SPSS software. On the other hand, the moderation model can be tested through this module. The moderation model was initially tested via this program in order to generate the following graph. These findings were consistent with the results of hierarchical regression analysis.
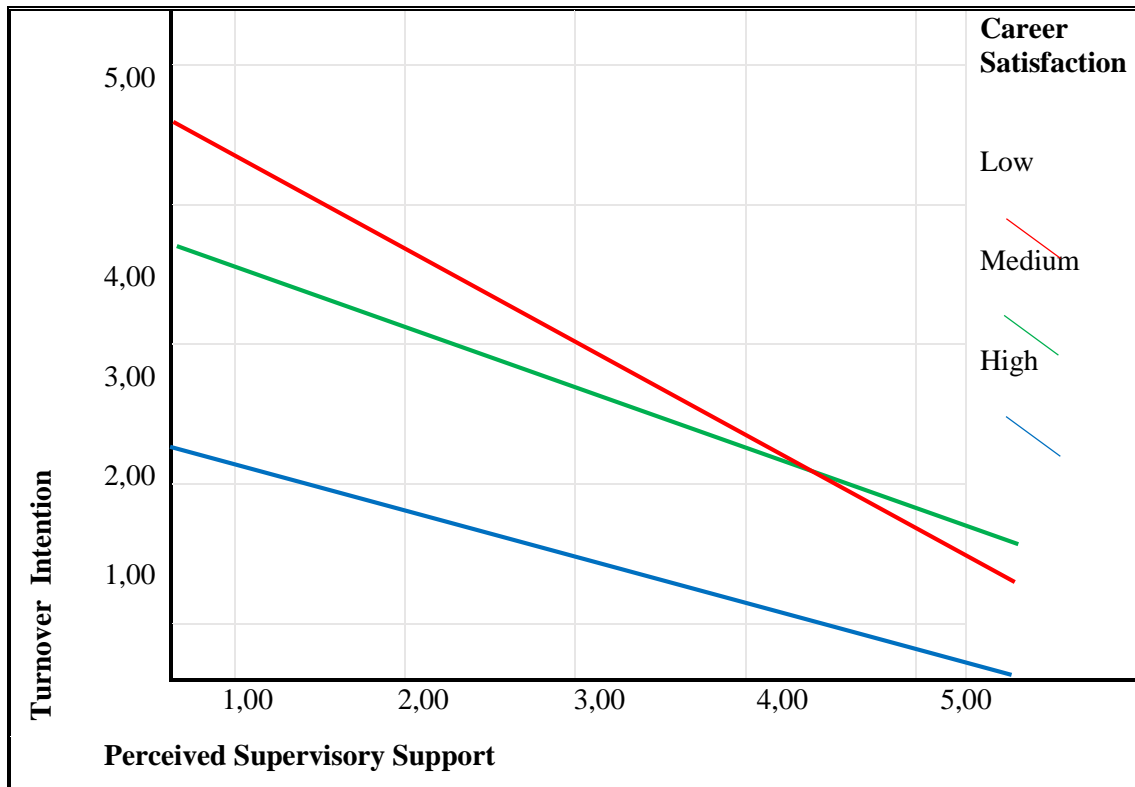

Figure 2. Moderating effect of career satisfaction on the relationship between perceived supervisory support and turnover intention

As Figure 2 shows, the moderating effect of career satisfaction on the relationship between perceived supervisory support and turnover intention can be observed more concretely. As observed, the level of turnover intention, which is experienced with the lowest levels of career satisfaction and the highest level of perceived supervisory support, is higher than that of experienced with highest levels of career satisfaction and perceived supervisory support. Hence, Hypotheses H_4 (career satisfaction has a moderating effect on the relationship between perceived supervisory support and turnover intention) aligning the argument is accepted.

Discussion and conclusion

The major objective of this research was to discover the underlying reasons for the employee turnover intention. The study gives emphasis on career satisfaction as moderating factor for the relationship between perceived supervisory support and turnover intention of employees as well. The findings of this empirical research support the proposition that supervisory support plays an immense role in employees' decisions regarding turnover that is moderated by career satisfaction. Inconsistent with previous research incorporating perceived supervisory support and turnover

intention, this study points out the vital role of supervisor support in predicting employees' turnover intentions which are minimized by positive supervisory support in organizations.

This study intends to reveal the effects of supervisor support on the career satisfaction of employees. In this context, supervisors' supportive behaviors urge and induce employees to effectively fulfill their tasks and responsibilities and enhance their willingness to stay at their organizations for long periods.

Based on the past studies and relationships proposed in this study, it can be implied that perceived supervisory support significantly predicts the career satisfaction of employees (Sargent and Terry, 2000; Mathieu, Fabi and Lacoursière, 2016). Likewise, career satisfaction has also been found to have a significant impact on employee turnover intentions.

Past research evidenced that if employees feel satisfaction about their careers jobs, they will exhibit a tendency to continue working for long periods in their organizations. As aligned with prior research, the results of this study verify a significant association between perceived supervisory support and career satisfaction, perceived supervisory support and turnover intention and career satisfaction and turnover intention (Lambert, Hogan and Barton, 2001; Bonenberger, Aikins and Akweongo, 2014; Lim, Loo and Lee, 2017; Price and Mueller, 1981; Maier, Laumer, Eckhardt and Weitzel, 2013; Fukui, Wu and Salyers, 2019).

Given that the scarcity of studies in the relevant literature, the moderating effect of career satisfaction could be examined profoundly in future research. Future research could also be expanded to incorporate the moderating effects of variables such as quality of work environment and organizational commitment. The present research provides insights for private healthcare providers to define policies that heavily rely on supervisor support strategies. This study suggests that organizations can implement supportive strategies to reduce turnover intentions and enhance the retention of skillful employees by considering the significant effects of supervisor support and career satisfaction on employees' turnover intentions.

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Araştırma Makalesi

The Relationship between Perceived Supervisory Support and Turnover Intention: The Moderator Effect of Career Satisfaction

Algılanan Yönetici Desteği ve İşten Ayrılma Niyeti İlişkisinde Kariyer Tatmininin Düzenleyici Rolü

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Genişletilmiş Özet

Giriş

Erişilebilir, etkili, güvenli, hastaya odaklanan ve yüksek kalitede sağlık hizmetlerinin sürdürülebilirliği, iyi eğitimli ve nitelikli çalışanların işte tutulması ile sağlanabilmektedir ve bu işgücünün istikrarının temini ise önemli bir mesele olarak ortaya çıkmaktadır. Dünya genelinde çoğu ülkede temel sağlık hizmetlerini güçlendirmek amacıyla akut bakım çalışanlarının işe alımına yönelik bir yaklaşım izlenmektedir (Temel Sağlık Hizmetleri Uluslararası Danışma Grubu, 2015; DSÖ, 2016). Maunder ve diğerlerine (2006) göre önceden yapılan çalışmalar, stresli işyeri şartları, iş yükü, enfeksiyon hastalıklarına yakalanma riski ve aileleriyle ilgili yaşadıkları kaygıya bağlı olarak sağlık çalışanlarının yüksek düzeyde psikolojik sorun belirtileri gösterdiklerini ortaya koymuştur. Pazarda rekabet avantajı elde etmeyi amaçlayan örgütler için çalışanların bağlılık ve yükümlülük duygularının arttırılması öne çıkan bir konu haline gelmiştir. Bu bağlamda, çalışanların işten ayrılmaya yönelik kararlarının altında yatan nedenlere ilişkin farkındalığın arttırılması gerekmekte olup, işten ayrılma niyetinin ne şekilde kontrol altına alınabileceği ileriye dönük araştırmalar açısından temel bir mesele olmayı sürdürecektir. Kariyer tatmini, algılanan yönetici desteği (kariyer sermayesi) ve çalışanların işten ayrılma niyeti gibi kariyer başarısı değişkenleri esas alınarak kapsamlı olarak tartışılmamıştır. Judge, Cable, Boudreau ve Bretz'e (1995) göre kariyer tatmini, yaygın olarak, bireyin kariyer kazanımları ile ilgili tatmini olarak ifade edilen sübjektif kariyer başarısı olarak değerlendirilmektedir. Bu araştırma, algılanan yönetici desteğinin ve kariyer tatmininin sağlık çalışanlarının işten ayrılma niyetleri üzerinde ne ölçüde etkili olduğunu incelemektedir.

Yöneticiler ve çalışanlar arasındaki ilişkinin kalitesi, çalışanların işten ayrılma niyetlerini doğrudan etkilemektedir. Newman, Thanacoody ve Hui (2012), örgütlerin, algılanan yönetici desteğini arttırmak suretiyle çalışanların işten ayılma niyetini azaltabileceklerini savunmaktadır.

Gentry, Putrevu ve Schultz (2006) algılanan yönetici desteğinin çalışanların örgütte kalmalarında önemli bir rol üstlendiğini belirtmiştir. Böylelikle, hipotez H₁ aşağıdaki gibi önerilmektedir.

H₁: Algılanan yönetici desteği, işten ayrılma niyeti üzerinde anlamlı bir etkiye sahiptir.

Deci ve Ryan (1987) özellikle destekleyici yöneticiler ile çalışan sınır birim çalışanlarının duygularının önemsendiğini ve kaygılarını ifade etmeleri yönünde teşvik edildiklerini ve bu çalışanlara sürekli olarak geri bildirim sağlandığını ileri sürmektedir. Wickramasinghe ve Jayaweera'ya (2010) göre kariyer tatmini, çalışanın psikolojik esenliği ve iş yaşamının kalitesi sonuçlarıyla (Peluchette, 1993) ile ilgili olan sübjektif kariyer başarısının derecesi olarak tanımlanmaktadır. Böylelikle, hipotez H₂ aşağıdaki gibi önerilmektedir.

H₂: Algılanan yönetici desteği, kariyer tatmini üzerinde anlamlı bir etkiye sahiptir.

Kariyer tatmini, çalışanların işten ayrılma niyetinin önemli bir belirleyicisidir (Egan, Yang ve Bartlett, 2004). Heslin'e (2003) göre bireyler, kariyerlerinde başarı elde ettiklerinde kendilerini diğer bireyler ile karşılaştırma eğilimi göstermektedir. Finegold, Mohrman ve Spreitzer (2002), bireylerin, kariyerleri ile ilgili ihtiyaçlarının örgüt tarafından karşılanması halinde bireylerin örgüte bağlılıklarının ve örgütte kalma niyetlerinin arttığını savunmaktadır. Böylelikle, hipotez H₃ aşağıdaki gibi önerilmektedir.
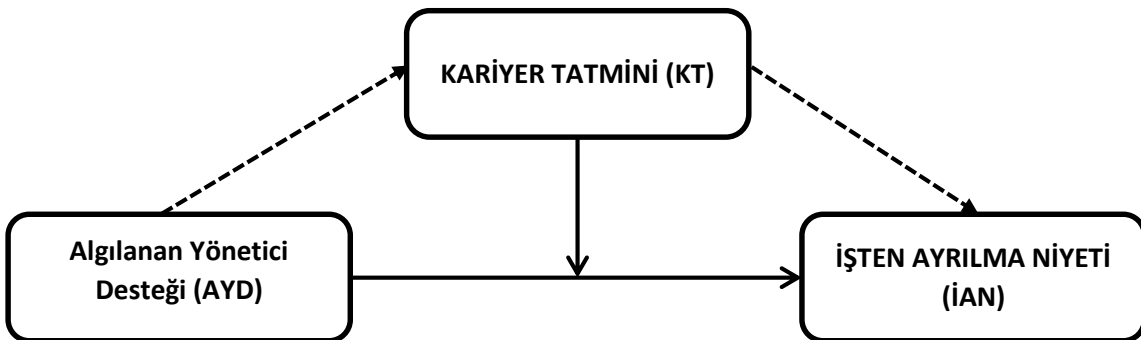
H₃: Kariyer tatmini, işten ayrılma niyeti üzerinde anlamlı bir etkiye sahiptir.

Algılanan yönetici desteği ve çalışanların işten ayrılma niyeti arasındaki karşılıklı ilişki, kariyer tatmininin potansiyel bir düzenleyici olduğunu ortaya koymayı temel olarak amaçlamaktadır. Heslin (2005), kariyer tatmininin, bireylerin sübjektif dışavurumları ve kişisel özellikleri doğrultusunda mesleki gelişimlerine yönelik değerlendirmeleri ile ilgili olduğunu tartışmaktadır. Algılanan yönetici desteği, bireylerin mesleki amaçlarını gerçekleştirmelerini mümkün kılması yönünden kariyer tatmininin güçlü bir belirleyicisi olarak varsayılmaktadır (Cable ve DeRue, 2002). Bu bağlamda, örgütler, büyük bir olasılıkla sağlık çalışanlarının belirli ihtiyaçlarını karşılamak suretiyle onlara destek sağlamakta ve kariyer hedeflerine ulaşmaları yönünde sağlık çalışanlarını teşvik etmektedir. . Böylelikle, hipotez H₄ aşağıdaki gibi önerilmektedir.

H₄: Kariyer tatmini, algılanan yönetici desteği ve işten ayrılma niyeti arasındaki ilişkide düzenleyici bir etkiye sahiptir.

Araştırma yöntemi

Bu çalışmanın ana amacı; algılanan yönetici desteği, kariyer tatmini ve işten ayrılma niyeti arasındaki ilişkileri ortaya koymak ve kariyer tatmininin, algılanan yönetici desteği ile işten ayrılma niyeti arasında düzenleyici bir etkiye sahip olup olmadığını saptamaktır. Bu kapsamda Ankara'da sağlık sektöründe faaliyet gösteren özel bir işletmenin 398 çalışanına (hemşire, hastabakıcı ve teknisyenler) 2021 yılı ocak ayında yüz yüze ve elektronik anket yöntemi uygulanmış ve araştırma verileri toplanmıştır. Çalışma kapsamında oluşturulan model aşağıda Şekil 1'de gösterilmektedir.

Şekil 1. Araştırmanın Modeli

Tablo 1. Değişkenler Arasındaki İlişkiler

Değişkenler	1	2	3
Yönetici Desteği	(0,91)		
Kariyer Tatmini	,577*	(0,89)	
İşten Ayrılma Niyeti	-,598*	-,497*	(0,71)

*Korelasyon 0.01 düzeyinde anlamlıdır. **Parantez içindeki değerler Cronbach Alfa güvenilirlik katsayılarıdır.

Aşağıda Tablo 1'de yönetici desteği, kariyer tatmini ve işten ayrılma niyeti değişkenleri arasındaki ilişki düzeyleri ve bu değişkenlerin her birinin ölçümü için kullanılan ölçeklere dair Cronbach Alfa güvenilirlik değerleri yer almaktadır.

Tablo 2. Regresyon Analizi Sonuçları

Bağımsız Değişken	Bağımlı Değişken	B	β	F	R^2	Düzeltilmiş R^2	p
Yönetici Desteği	İşten Ayrılma Niyeti	-,593	-,598	169,95	,386	,384	,000
Yönetici Desteği	Kariyer Tatmini	,477	,577	151,75	,355	,353	,000
Kariyer Tatmini	İşten Ayrılma Niyeti	-,602	-,497	99,865	,265	,262	,000

Analiz sonuçlarına göre R^2 değeri 0,384'tür. Bu değere göre işten ayrılma niyetindeki %38'lik değişimin algılanan yönetici desteği ile açıklanabildiği görülmektedir. Dolayısıyla H_1 kabul edilmiştir. Buna ek olarak algılanan yönetici desteği ile kariyer tatmini arasındaki ilişki ($p<0.05$) istatiksel olarak anlamlıdır ve elde edilen verilere göre R^2 değeri 0,353'tür ve buna göre kariyer tatminindeki %35'lik değişimin yönetici desteğinden kaynaklandığı söylenebilir. Dolayısıyla H_2 kabul edilmiştir. Son olarak kariyer tatmini ile işten ayrılma niyeti arasındaki ilişki ($p<0.05$) istatiksel olarak anlamlıdır ve regresyon analizi sonuçları R^2 değerinin 0,262 olduğunu göstermektedir. Bu doğrultuda denilebilir ki; işten ayrılma niyetindeki % 26'lık değişim kariyer tatmini ile açıklanabilir. Elde edilen bulgu, H_3'ünde kabul edildiğini göstermektedir.

Tablo 3. Hiyerarşik Regresyon Analizi Sonuçları

Model		B	S.H.	Standardize β	t	p
1)	**(Sabit)**	2,060	,048		44,408	,000
	Yönetici Desteği	-,624	0,48	-,596	-11,939	,000
2)	**(Sabit)**	2,060	,047		43,490	,000
	Yönetici Desteği	-,488	,058	-,456	-8,655	,000
	Kariyer Tatmini	-,236	,58	-,225	-4,097	,000
3)	**(Sabit)**	1,995	,053		39,907	,000
	Yönetici Desteği	-,466	,058	-,445	-8,359	,000
	Kariyer Tatmini	-,215	0,58	-,206	-3,693	,000
	Etkileşim (AYD x KT)	,081	,042	,094	1,934	0,44
Bağımlı Değişken: İşten Ayrılma Niyeti						
1)	R=591	R^2=,386		F=167,939	p=,000	
2)	R=619	R^2=,421		F= 96,705	p=,010	
3)	R=634	R^2=,453		F= 66,298	p=**,**044	

Tablo 3'te görüldüğü üzere tüm aşamalardaki regresyon modelleri, "p" değerlerinin 0,05'ten küçük olmasıyla birlikte istatiksel açıdan anlamlı olarak değerlendirilmiştir. Tabloda yer alan adımlar tek tek incelendiğinde ilk adımda modele ait R^2 değerinin 0,386 olduğu; ikinci adımda kariyer tatmininin eklenmesiyle birlikte R^2'nin 0,421 değerini aldığı ve son adımda etkileşim değerinin (algılanan yönetici desteği *kariyer tatmini) analize dahil edilmesi ile birlikte R^2'nin biraz daha değişim göstererek 0,453'e yükseldiği gözlemlenmiştir. Bu değerler şu anlama gelmektedir; ilk aşamada, tek başına algılanan yönetici desteği işten ayrılma niyetinde meydana gelen değişimin % 38'ini açıklayabilmekte iken, ikinci ve üçüncü aşamada kariyer tatmini ve etkileşim değerinin analize dâhil edilmesi ile birlikte işten ayrılma niyetinde meydana gelen % 45'lik bir değişim açıklanabilmektedir.
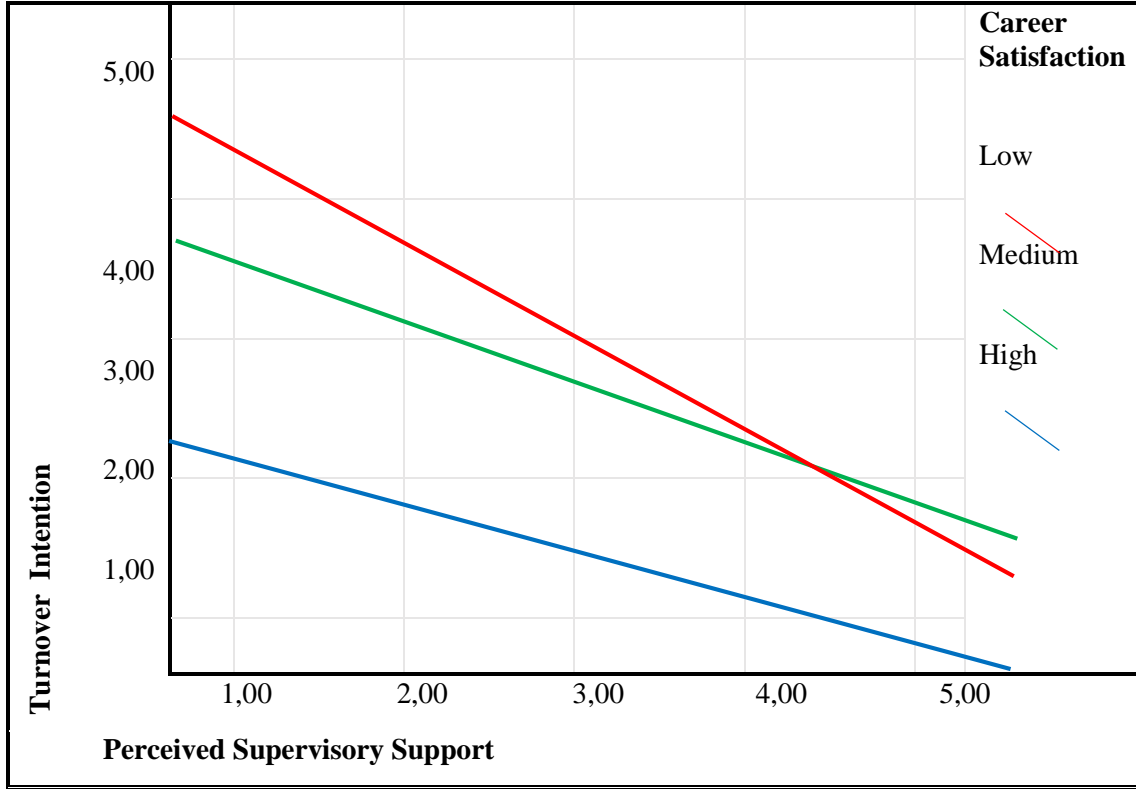
Şekil 2. Algılanan yönetici desteği ve işten ayrılma niyeti ilişkisinde kariyer tatmininin düzenleyici rolü

Şekil 2 ile birlikte kariyer tatmininin, algılanan yönetici desteği ile işten ayrılma niyeti arasındaki ilişkide sahip olduğu düzenleyicilik etkisi daha somut olarak gözlemlenebilmektedir.

Tartışma ve sonuç

Bu araştırma kapsamında elde edilen bulgular, algılanan yönetici desteği ve kariyer tatmini, algılanan yönetici desteği ve işten ayrılma niyeti ile kariyer tatmini ve işten ayrılma niyeti arasında anlamlı bir ilişki olduğunu doğrulamaktadır (Lambert, Hogan ve Barton, 2001). Geçmişte yapılan araştırmalara ve bu araştırmada önerilen ilişkilere dayanarak, algılanan yönetici desteğinin, çalışanların kariyer tatminini tahmin etmede anlamlı bir değişken olduğu sonucu çıkarılabilmektedir (Sargent ve Terry, 2000; Mathieu, Fabi ve Lacoursière, 2016). Kariyer tatmininin de benzer şekilde çalışanların işten ayrılma niyetleri üzerinde önemli bir etkiye sahip olduğu sonucuna ulaşılmıştır. İleriye yönelik araştırmaların kapsamı, işyeri ortamının kalitesi ve örgütsel bağlılık gibi değişkenlerin düzenleyici etkileri dâhil edilmek suretiyle genişletebilir. Bu araştırmada, çalışanların işten ayrılma niyetlerini azaltmak ve yetenekli çalışanların örgütte kalmalarını artırmak amacıyla örgütler tarafından destekleyici stratejilerin hayata geçirebileceği önerilmektedir.