

THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND PSYCHOLOGICAL CAPITAL ON TURNOVER INTENTION: BASED ON THE SURVEY OF TEACHERS IN GUANGXI PRIVATE COLLEGES AND UNIVERSITIES

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ABSTRACT. *Based on the Social Identity Theory and Social Exchange Theory, the paper explores the influence mechanism of perceived organizational support, psychological capital and turnover intention among teachers in Guangxi private colleges and universities. The mediating role of psychological capital in the relationship between perceived organizational behavior and turnover intention is further studied. Then, the theoretical model is constructed and a questionnaire survey is conducted among 600 teachers in Guangxi private colleges and universities. AMOS and SPSS22.0 were used for correlation analysis and regression analysis of the data. The results show that the teachers' perceived organizational support, psychological capital and its dimensions have significant negative correlation with the turnover intention. However, the resilience (the fourth dimension of psychological capital) has no significant relationship with turnover intention. Moreover, psychological capital plays a mediating role in the relationship between perceived organizational support and turnover intention, but the resilience dimension does not show the expected relationship.*

Keywords: Perceived organizational support, Psychological capital, Turnover intention, Guangxi private colleges and universities, Mediating effect

1. Introduction. Guangxi province is the largest autonomous region in southwest China. There are a total of 82 colleges and universities in Guangxi, including 56 public institutions and 26 private institutions [1]. Private colleges and universities account for 31.7% of all institutions in Guangxi, which is 3.5% higher than the proportion of private colleges and universities in China [2]. Compared with 10 years ago, the number of teachers in Guangxi private colleges and universities has increased by 697% [3]. However, it cannot be ignored that the demission rate is high, and it is 12%-17% in Guangxi, much higher than other regions [4]. Guangxi private colleges and universities were established late, and the overall development of colleges and universities lagged behind the national average development level. At the same time, private colleges and universities were also affected by some factors, such as teachers' perception of organizational support, teacher quality, personal investment, and psychological capital [5]. All the above reasons are the main inducements of the turnover intention in private colleges and universities.

Through reviewing existing literature, perceived organizational support has become a research focus, and there is a significant negative correlation between perceived organizational support and turnover intention [6]. In the past, the studies paid too much attention to the turnover intention or behavior caused by the employee's commitment to the organization, but paid little attention to the commitment to the employee. The literature focuses on employee engagement to understand turnover intention, but neglects the research on perceived organizational support. In fact, the feeling of support from the organization can improve the psychological capital of employees and reduce the level of turnover intention. Based on this, the paper used perceived organizational support and psychological capital as independent variables, and took Guangxi private colleges teachers as the research object to study the relationship between perceived organizational support, psychological capital, and turnover intention. On this basis, it further examined whether psychological capital has an intermediary role in the relationship between perceived organizational support and turnover intention. The paper takes perceived organizational support as a pointcut to prove its role in the formation of turnover intention, which not only enriched the research on the influencing factors of turnover intention, but also expanded the research on the mediating mechanism of psychological capital influencing turnover intention.

2. Literature Review and Research Hypothesis. Teacher demission has always been the focus of attention of university administrators and researchers [7]. Frequent teacher demission will not only increase the human cost and instability of the organization, but also may lead to the decline of the teaching quality and reputation of the school, which will have a negative impact on the sustainable development of the school [8]. With the development of research, researchers have found that perceived organizational support is an important means to attract and retain employees, which has attracted extensive attention from the academic community. In addition, psychological studies also show that psychological capital is closely related to individual psychological and behavioral variables [9]. Based on this, the paper studies the influence of perceived organizational support and psychological capital on turnover intention of private university teachers. And the framework of the paper is as follows.

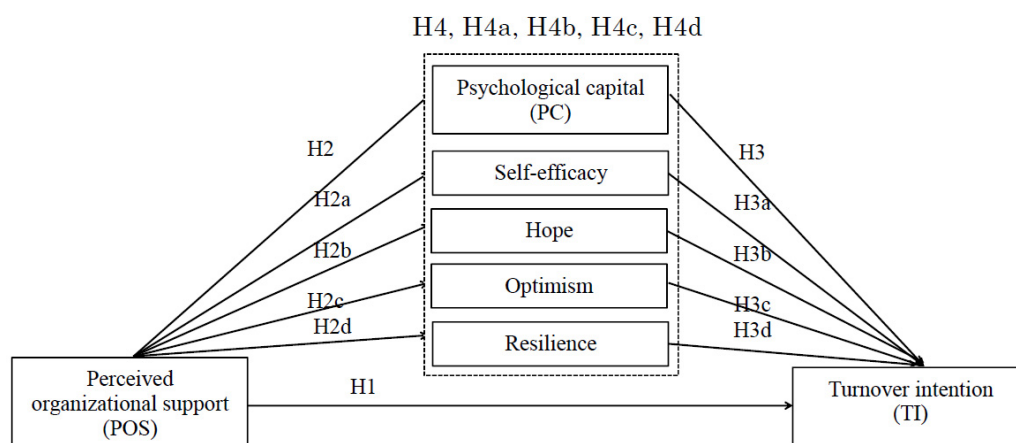


FIGURE 1. Theoretical model framework

2.1. Perceived organizational support. In 1986, Eisenberger et al. put forward the concept of perceived organizational support (POS) on the basis of Social Exchange Theory and Organizational Support Theory [10]. Perceived organizational support is defined as an overall perception and belief of employees about how the organization views their contributions and cares about their interests. In order to better study the influence of

perceived organizational support on turnover intention, the paper referred to the questionnaire design of Eisenberger, and obtained the questionnaire content suitable for teachers' perceived organizational support. Under the principle of reciprocity, once teachers feel the attention and support of the organization, they will repay the school with a positive work attitude. Therefore, the following assumption is made.

H1: Perceived organizational support has a significant negative impact on turnover intention.

2.2. Perceived organizational support and psychological capital. Perceived organizational support and psychological capital are both important concepts in organizational behavior. Psychological capital is a core psychological element and positive psychological state in line with the standards of positive organizational behavior, including self-efficacy, hope, optimism, and resilience [11]. Existing studies showed that there is a certain internal relationship between perceived organizational support and psychological capital and its various dimensions [12]. In other words, perceived organizational support is a necessary condition for improving the level of psychological capital. When organizations provide material or emotional support to employees, employees are confident and hopeful, and exhibit more altruistic behaviors and strive to achieve organizational goals. Even, when the employees have difficulties, the support of the organization will make the employees get out of the difficulties as soon as possible, so that they become stronger and produce positive attributions. Therefore, the following hypotheses are made.

H2: Perceived organizational support has a positive effect on psychological capital.

H2a: Perceived organizational support has a positive effect on self-efficacy.

H2b: Perceived organizational support has a positive effect on hope.

H2c: Perceived organizational support has a positive effect on optimism.

H2d: Perceived organizational support has a positive effect on resilience.

2.3. Psychological capital and turnover intention. According to psychological capital theory, psychological capital is a positive psychological state, which may affect the positive behavior of individuals [13]. Turnover intention is a tendency to express turnover behavior. The individual have the high level of psychological capital, they will enjoy work and get higher performance, so their turnover intention is very low. Otherwise, when the individual's psychological capital is low, they will lose confidence and have negative emotions such as disappointment and depression, which leads to their strong turnover intention. In summary, the following hypotheses are proposed.

H3: Psychological capital has a negative effect on turnover intention.

H3a: Self-efficacy has a negative effect on turnover intention.

H3b: Hope has a negative effect on turnover intention.

H3c: Optimism has a negative effect on turnover intention.

H3d: Resilience has a negative effect on turnover intention.

2.4. Mediating effect. There are many studies on the mediating effect of psychological capital, but few on turnover intention. The studies have focused on the mediating effect of psychological capital on employees' work behavior. Kumar and Kesari [14] showed that psychological factors did play a certain mediating role, and psychological capital plays a mediating role in the impact of perceived organizational support on employees' work behavior. Therefore, the following hypotheses are proposed in this paper.

H4: Psychological capital plays a mediating role between perceived organizational support and turnover intention.

H4a: Self-efficacy capital plays a mediating role between perceived organizational support and turnover intention.

H4b: Hope plays a mediating role between perceived organizational support and turnover intention.

H4c: Optimism plays a mediating role between perceived organizational support and turnover intention.

H4d: Resilience plays a mediating role between perceived organizational support and turnover intention.

3. Methods. The measurement variables used in this paper are perceived organizational support, psychological capital, and turnover intention. These variables are derived from previous studies to ensure data quality. As for the dependent variable turnover intention, the paper followed the view of Lambert, turnover intention was the behavior of employees wishing or preparing to leave their current job, which is expressed as the desire to leave or search for different employment [15,16]. In addition, variables were observed with multiple questions, and Likert-5 scale was used to measure. The respondents were private college teachers in Guangxi Province. A total of 600 questionnaires were distributed. 565 were recovered, and 515 were effective, and the effective recovery rate was 85.8%. The respondents' profiles are presented in Table 1.

TABLE 1. Basic information of respondents

Demographic variables	Percentage
Gender	
Male	43.20%
Female	56.80%
Marital status	
Married	59.40%
Single	40.60%
Work experience	
Less than 1 year	18.90%
1-3 years	31.50%
3-6 years	37.10%
Above 6 years	12.50%

3.1. Reliability and validity tests. SPSS22.0 was used to conduct reliability test and exploratory factor analysis of the questionnaire. The reliability test results showed that the overall reliability coefficient of perceived organizational support was 0.911, the measurement coefficient of psychological capital was 0.815, and the measurement reliability coefficient of turnover intention was 0.883, all of which passed the reliability test. KMO Test and Barlett Test of Sphericity were used to test the validity of the questionnaire. KMO was greater than 0.8 and $p < 0.001$, indicating that the overall validity of the scale was good and passed the test. In this study, Amos was used to conduct confirmatory factor analysis (CFA) on variables to test the discriminant validity among perceived organizational support, psychological capital and turnover intention, among which the single factor model fitted the best. $\chi^2/df = 1.444 < 2.5$, RMSEA (root mean square error of approximation) = 0.060 < 0.08, CFI (comparative fit index), GFI (goodness-of-fit index), and TLI (Tucker-Lewis index) were all greater than 0.9, and goodness of fit was significantly higher than other models. Therefore, this paper adopts single factor model to study.

3.2. Correlation analysis. The mean value, standard deviation and reliability coefficient of each variable can be obtained from Table 2. Psychological capital is positively correlated with perceived organizational support ($R = 0.481, p < 0.01$), turnover intention is negatively correlated with perceived organizational support ($R = -0.512, p < 0.01$), and turnover intention is negatively correlated with psychological capital ($R = -0.328, p < 0.01$).

TABLE 2. Correlation analysis

Variables	Mean	Standard deviation	1	2	3
Perceived organizational support (POS)	2.98	0.71	0.911		
Psychological capital (PC)	3.33	0.82	0.481**	0.815	
Turnover intention (TI)	3.05	0.91	-0.512**	-0.328**	0.883

Note: Significance level * $p < 0.05$, ** $p < 0.01$.

3.3. **Regression analysis.** The regression analysis is divided into three parts: First, the regression of perceived organizational support and psychological capital to turnover intention; Second, the regression of perceived organizational support to psychological capital and its four dimensions; Third, the mediating effect of psychological capital and its four dimensions on perceived organizational support and turnover intention.

1) Regression analysis of perceived organizational support and psychological capital to turnover intention.

In order to further analyze the influence of each variable on teachers' turnover intention, the regression of perceived organizational support, psychological capital and its four dimensions to turnover intention are conducted, respectively. The specific results are shown in Table 3.

TABLE 3. Regression of perceived organizational support and psychological capital to turnover intention

Hypothesis	Dependent variable	Independent variables	Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	Adj. R ²
			B	Std. Error	Beta				
H1		(Constant)	4.031	0.372	/	5.113	0.000	0.592	0.473
		POS	-9.357	0.084	-9.151	-3.742**	0.000		
H3		(Constant)	4.403	0.827	/	5.708	0.000	0.075	0.075
		PC	-5.208	0.556	-3.884	-1.411*	0.021		
H3a	TI	(Constant)	4.579	0.061	/	2.373	0.651	0.061	0.059
		Self-efficacy	-2.036	0.41	-1.654	-5.534**	0.004		
H3b		(Constant)	5.093	0.015	/	1.004	0.847	0.087	0.076
		Hope	-4.534	0.291	-2.956	-4.41*	0.049		
H3c		(Constant)	2.382	0.6	/	4.856	0.030	0.061	0.013
		Optimism	-4.104	0.804	-2.984	-5.456**	0.006		
H3d		(Constant)	2.77	0.981	/	1.045	0.612	0.038	0.031
		Resilience	-5.395	0.213	-4.312	-3.165	0.066		

Note: Significance level * $p < 0.05$, ** $p < 0.01$.

As can be seen from the regression analysis results in Table 3, the regression coefficient of perceived organizational support is significant at the level of 0.01 and has a negative impact, which means that the higher the organizational support of teachers in Guangxi private colleges and universities, the lower the level of turnover intention. The results of regression analysis support H1. There is a significant negative correlation between teachers' psychological capital and turnover intention (at 0.05 level). Among the four dimensions of psychological capital, self-efficacy is negatively correlated with turnover intention (at 0.01 level), so is optimism, and hope is negatively correlated with turnover intention (at 0.05 level). However, resilience has no relationship with turnover intention. The regression results support H3, H3a, H3b and H3c, but do not support H3d. It also suggests that resilience may indirectly affect turnover intention. Similarly, among the supported hypotheses, the standard coefficient of the optimism dimension is the largest, and the effect on psychological capital is the largest.

2) The regression of perceived organizational support and psychological capital.

From Table 4, in the regression model of perceived organizational support and psychological capital, perceived organizational support and psychological capital, self-efficacy were significantly positively correlated at 0.01 level, and hope, optimism and resilience were significantly positively correlated at 0.05 level. Support hypotheses H2, H2a, H2b, H2c, and H2d.

TABLE 4. The regression of perceived organizational support and psychological capital

Hypothesis	Dependent variable	Independent variables	Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	Adj. R ²
			B	Std. Error	Beta				
H2	PC	(Constant)	14.522	0.720	/	2.598	0.000	0.039	0.031
		POS	3.394	0.224	3.007	2.741**	0.003		
H2a	Self-efficacy	(Constant)	14.787	0.157	/	1.454	0.053	0.368	0.211
		POS	1.163	0.460	0.776	1.667**	0.007		
H2b	Hope	(Constant)	24.965	0.821	/	5.710	0.001	0.693	0.536
		POS	4.675	0.424	3.540	3.733*	0.031		
H2c	Optimism	(Constant)	2.868	0.328	/	4.948	0.004	0.522	0.365
		POS	2.808	0.076	2.034	5.101*	0.019		
H2d	Resilience	(Constant)	2.460	0.426	/	3.458	0.541	0.661	0.504
		POS	5.341	0.582	4.656	3.908*	0.021		

Note: Significance level * $p < 0.05$, ** $p < 0.01$.

3) The mediating effect of psychological capital and its four dimensions on perceived organizational support and turnover intention.

Hypotheses H2, H2a, H2b, H2c, H2d and H3, H3a, H3b, H3c, H3d have been verified. Although the hypothesis of H3d has not been successfully verified, it at least shows that resilience, one of the dimensions of psychological capital, has no significant correlation with turnover intention. From this point of view, H3d is a proven false proposition. According to the obtained results, that is, the conditions of the mediation variable test are met, and the regression results of psychological capital as the mediation variable are shown in Table 5 below.

TABLE 5. The mediating effect of psychological capital and its four dimensions on perceived organizational support and turnover intention

Hypothesis	Dependent variable	Independent variables	Unstandardized coefficients		Standardized coefficients	t	Sig.	R ²	Adj. R ²
			B	Std. Error	Beta				
H4		(Constant)	4.368	0.089	/	1.222	0.000	0.567	0.483
		POS	-7.814	0.648	-7.324	-4.623**	0.001		
		PC	-3.053	0.405	-2.743	-3.599**	0.008		
H4a		(Constant)	3.552	0.765	/	2.089	0.002	0.479	0.414
		POS	-6.126	0.104	-4.954	-1.533**	0.003		
		Self-efficacy	-2.364	0.043	-2.209	-1.052**	0.000		
H4b	TI	(Constant)	4.078	0.492	/	3.148	0.008	0.387	0.328
		POS	-7.545	0.460	-6.412	-1.031**	0.006		
		Hope	-4.051	0.424	-3.853	-3.837**	0.000		
H4c		(Constant)	5.156	0.708	/	1.527	0.000	0.408	0.354
		POS	-7.406	0.083	-6.114	-1.314*	0.040		
		Optimism	-3.031	0.458	-2.431	-4.551*	0.037		
H4d		(Constant)	4.581	0.239	/	1.197	0.016	0.456	0.363
		POS	-7.048	0.079	-5.344	-2.577**	0.000		
		Resilience	-3.265	0.075	-2.656	-1.995	0.103		

Note: Significance level * $p < 0.05$, ** $p < 0.01$.

From Table 5, the relationship between perceived organizational support and psychological capital, perceived organizational support and self-efficacy, perceived organizational support and hope is significantly negatively correlated with turnover intention at the level of 0.01, and the relationship between perceived organizational support and optimism is significantly negatively correlated with turnover intention at the level of 0.05. In addition, there is no significant correlation between resilience and turnover intention in the mediating model of perceived organizational support and turnover intention. Therefore, the results of the mediation regression model support hypotheses H4, H4a, H4b, and H4c, and reject H4d.

4. Conclusions. The paper studies the turnover intention of teachers in Guangxi private colleges and universities, considering the influence of teachers' perceived organizational support and psychological capital on turnover intention. Through sorting out existing research results, constructing research models, and putting forward research hypotheses, the paper investigated the mechanism of perceived organizational support, psychological capital, and turnover intention through regression analysis. The empirical analysis verifies that perceived organizational support, psychological capital and its dimensions (self-efficacy, hope, optimism) are significantly negatively correlated with turnover intention, but resilience (the fourth dimension of psychological capital) is not significantly correlated with turnover intention. In addition, psychological capital plays a mediating role in the relationship between perceived organizational support and turnover intention, but the resilience dimension does not show the expected relationship.

About the next study, the paper intends to introduce the variable of teachers' engagement to research its influence on turnover intention, and even check its mediating effect in the framework model.

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