
**THE IMPACT OF SUPPORTIVE WORK ENVIRONMENT ON
EMPLOYEE'S TURNOVER INTENTION IN THE EGYPTIAN
HOTELS: THE MEDIATING ROLE OF EMPLOYEE'S
ENGAGEMENT**

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ABSTRACT

The aim of this study is to examine how supportive work environment determinants impact employee turnover intention. Data were collected using questionnaire forms. Distributed among a sample of the employees of 18 four and five-star hotels located in Greater Cairo, Luxor, Hurghada, and Sharm El Sheikh in Egypt. 440 forms were distributed among the participants, and 394 of them were filled out (89.5%) of them. SPSS version 25 was used to statistically analyze the responses of the participants. It was revealed that supervisors support significantly affect employee's turnover intention. The results of the study also show that a favorable and substantial association exists between a supportive work environment and employees' turnover intention. According to the study, employee engagement has the most influence on whether or not workers want to stay in their present positions. The investigation of the encouraging work environment in Egyptian hotels fills a gap in previous studies and highlights numerous consequences for hotel management.

KEYWORDS: Supportive Work Environment, Employee's Engagement, Employee's Turnover, Five-Star Hotels, Egyptian Hotels.

INTRODUCTION

A supportive work environment helps employees to stay in their organizations for as long as possible (Li et al., 2020). The most important factors of a supportive work environment are attractive wages, the opportunity for advancement (Masoud and Hemidan, 2013; Hall et al., 2013; Nigatu, 2019), organizational support, training & development opportunities, peer relationship, supervisor support, open-door policy,

perceived climate and job satisfaction (Hall et al., 2013; Herman et al., 2018; Andari et al., 2021). Even though, a positive and supportive work environment is a key aspect that influences employees' intention to stay (Presbitero & Teng-Calleja., 2020). Therefore, employees' intention to stay is the main consideration for any organization to become a desired employer among its competitors (Redditt et al., 2019). A supportive work environment can be defined as an environment that attracts individuals into an organization, encourages them to remain in the workforce, & enables them to perform effectively (Funminiyi., 2018).

Turnover intention refers to employees' awareness or thoughts about leaving the job (Akgunduz and Eryilmaz, 2018). It has been suggested as a critical premise of actual voluntary turnover. Prior studies had found a wide variety of factors (e.g., job satisfaction, Leader member exchange, supervisor support, etc.) that influence employee turnover and turnover intention across disciplines (Harrison et al., 2006). Due to its unique industry characteristics, much hospitality research has investigated turnover intention and suggested the factors that may give a greater influence on hospitality employees' turnover intention (e.g., Lam and Chen, 2012).

It is crucial to emphasize that employee engagement in co-creating value is crucial to take into account since it affects how the consumer and the company connect with one another. This interaction is determined by how much the employees are involved in the transaction. The production of value for the consumers and the company is taken into account when evaluating the involvement of the workforce in this situation. To deepen our understanding of the elements that affect the co-creation of value, it is necessary to do research on the factors that affect employee engagement levels. Situational elements are crucial antecedents in processes that create value as a result.

The effort to achieve environmental performance in an organization due to climate change constitutes the research problem. Retaining the appropriate employees who can support environmental performance is crucial.

This topic is suggested for future studies by Mohd Yusliza and Juhari Faezahare as well as Mohamed Dardeer, Ashraf Tag Elden, and Eslam Salem.

LITERATURE REVIEW

SUPPORTIVE WORK ENVIRONMENT (SWE)

Supportive work environment enhances the employees' interest in their jobs, thereby increasing their performance (Ma Prieto and Pilar Pérez-Santana, 2014; Boswell et al., 2017), a supportive work environment refers to the climatic component that includes supervisory/peer support, obstacle, and prospect to apply learned behavior in the workplace. Previous studies have revealed that a supportive work environment results in higher organizational commitment & improved employee retention. In our study, a supportive work environment is measured concerning perceived climate (Kennedy & Daim., 2010), supervisory relationship (Umamaheswari & Krishnan., 2016), peer-group interaction, & perceived organizational support (Ghosh & Sahney., 2011).

PERCEIVED CLIMATE

Perceived climate refers to job encouragement & appreciation; work pressure; the amount of pride & accountability faced by employees; career & role choice; the delivery of demanding and rewarding jobs; & promotion and growth opportunities (Govaerts et al. 2011; Ginanjar et al., 2019; Foster et al., 2019). It is also applied to the atmosphere in which workers train and function (Govaerts et al., 2011). A positive working climate would help employees feel good about going to work & have the requisite incentive to sustain themselves during their job (Ashraf, 2018; Ibrahim et al., 2019). It essentially implies that relations between employees & the company create a particular form of work environment experienced by the organization members (Suliman and Obaidli, 2009).

SUPERVISOR RELATIONSHIP

Supervisors give employees the advantage of family-friendly activities & assess employees' job results (Arifin et al., 2020). Supervisors help determine people's attitudes about the degree to which supervisors respect the commitment and concern for the newcomer's well-being (Newman et al., 2012). Supervisors' involvement is a measure of the organization's participation since supervisors operate as representatives of the organization (Karatepe, 2013).

PEER GROUP INTERACTION

Peer group interaction is a behavior that is not limited only to open communication or information sharing; it is the social support that motivates & creates trust among co-workers (Delmas & Pekovic, 2018). In-group networks, the participant includes his or her relationship with

the leader and their interaction with peers in the group (Wang et al., 2015). Therefore, having peer group interaction inside the organization is a resource that helps the employees stay & be treated as a pull factor that reduces the intentions to quit.

ORGANIZATIONAL SUPPORT

Organizational support is an employee's belief that organizations value their contributions & care about their well-being. Perceived organization support is an endowment of the amount of support by the organization which is a general belief of employees aiming to value employee contribution & care about their well-being (Culver et al., 2020). Perceived organizational support encourages workers to feel that their organizations are compassionate & compassionate institutions (Rahman et al., 2020).

EMPLOYEE TURNOVER INTENTION

Turnover intention refers to employees' awareness or thoughts about leaving the job (Akgunduz and Eryilmaz, 2018). Customer contact employees are generally required to alter their feelings to display certain emotions as part of job requirements (Kammeyer-Mueller et al., 2013). Conforming to these organizational expectations about emotional expression (i.e., display rules) often results in undesirable consequences for the employees such as feelings of being emotionally overextended and depleted (Kim, 2008). Besides, compared to other industries, the hospitality industry is often characterized by long work hours, low pay, and frequent interactions with customers and other team members (Kim, 2008). Such industry characteristics lead hospitality employees to deplete their resources quickly (Kim, 2008; Min et al., 2015). While a variety of management theories apply to the hospitality industry, the theories of emotion, stress, coping, and job resources are particularly relevant to understanding the turnover intention of hospitality employees.

EMPLOYEE ENGAGEMENT

Engagement refers to the employees' freedom to say, strive and stay (Aon Hewitt, 2012). EE is a state of mind that is full of vigor, dedication, & absorption (Schaufeli & Bakker, 2004). The positive feeling of an employee which is the result of the passion that the employee has can be regarded as EE (Buil, Martínez, & Matute, 2019). A study by Schaufeli, Martinez, Pinto, Salanova & Bakker (2002) opines that engagement is not a one event engagement; rather it is a state that an individual perceived for a longer duration. A negative correlation between work engagement & inclinations to leave was discovered by Capezio (2016) in their study on hotel employees.

HYPOTHESIS

Hypothesis 1: perceived value of perceived climate is positively related to employees' engagement.

Hypothesis 2: perceived value of supervisor relationship is positively related to employees' engagement.

Hypothesis 3: perceived value of peer group interaction is positively related to employees' engagement.

Hypothesis 4: perceived value of organizational support is positively related to employees' engagement.

Hypothesis 5: employee engagement mediates the relationship between supportive work environment and turnover.

The given hypotheses are expressed in the proposed research model shown in Figure 1.

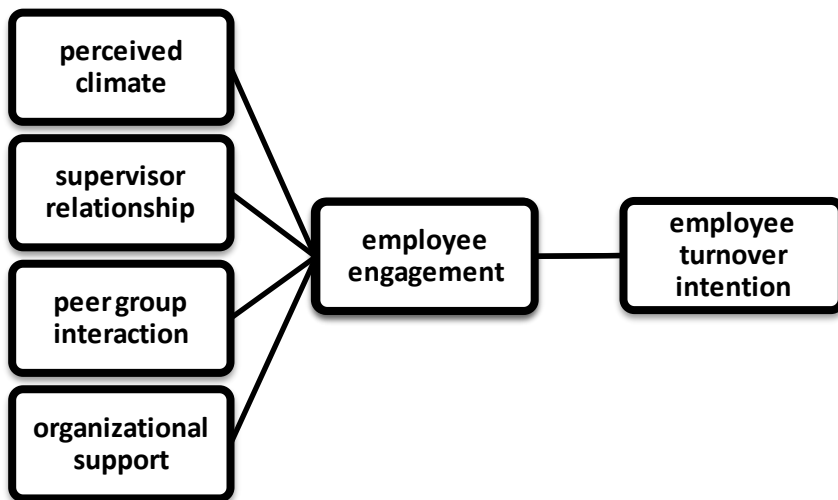


Figure 1: The Proposed Research Model

METHODOLOGY

In order to establish the suitable sample size of hotel employees from the study population, the researcher employed the Steven K. Thompson formula (Thompson, 2012) in the following manner:

$$n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$

$$n = \frac{1.96^2 \times 0.5(1-0.5)}{0.05^2} = 384.16$$

Where:

n: Appropriate sample size (385)

z: Standard degree (1.96 at significant level of 0.05)

p: Sample proportion and neutral = 0.50

e: Maximum allowed error (0.05 at significant level of 0.05)

When these values are plugged into the Steven K. Thompson formula (Thompson, 2012), it is determined that the optimal sample size for this study is 385 participants, although the researcher distributed 440 questionnaires to hotel employees. Upon analysis, 53 questionnaires were found to be invalid for analysis, leaving 394 valid responses with a response rate of 89.5%.

To test the hypotheses against the proposed model, a survey was conducted. Data were collected via a self-administrated questionnaire. The target population for this study was employees in four-star and five-star hotels in Greater Cairo, Luxor, Hurghada, and Sharm El Sheikh. A convenience sample of eighteen four-star hotels five-star hotels was selected for this study. A number of 440 questionnaires were distributed to a convenience sample of employees. A total of 394 questionnaires were completed and valid for analysis, thus achieving a response rate of 89.5% of them. SPSS version 25 was used to statistically analyze the responses.

SURVEY INSTRUMENT

To measure the constructs in the proposed model, a questionnaire was adapted from validated from previous research studies. The final questionnaire items are listed in Table 1 along with their sources. The questionnaire is divided into two sections. In the first section, employees were asked to rate 20 items on a five-point Likert type scale ranging from strongly disagree (1) to strongly agree (5). The 20 items are divided into six variables: Perceived Climate (5 items), Supervisory relationship (3 items), Peer group interaction (12 items), Perceived organizational support (3 Items), Employee Engagement (3 items), and Turnover Intention (6 items). The second section asked employees for demographic information (e.g., gender, age, and years of experience).

Table 1: Construct Measurement and Sources

Construct	Source	Item's label	Items	Mean	Std.D	R
Perceived Climate	Kennedy and Daim, (2010)	PC1	The work environment at my hotel is good.	4.19	0.89	3
		PC2	My superiors make me feel	4.22	0.83	2

			like an important team member.			
		PC3	I am treated with respect.	4.48	0.72	1
Supervisory relationship	Eisenberger, et al.,(2002) Rhoades, et al.,(2001)	SR1	My work supervisor really cares about my well-being.	4.32	0.86	1
		SR2	My supervisor cares about my opinion.	4.15	0.82	2
		SR3	My supervisor strongly considers my goals and values.	4.08	0.99	3
Peer group interaction	Ghosh & Sahney (2011)	PG1	Employees can collectively influence many important issues in the department.	4.26	0.85	1
		PG2	Employees of the work group closely together and during the same time frame.	4.14	0.89	3
		PG3	One can share and discuss job-related issues with peers in the department.	4.15	0.95	2
Perceived organizational support Job	Rhoades, et al.(2002)	PO1	Workstations in the department are comfortable.	4.14	0.92	1
		PO2	The amount of work one is expected to do on the job is reasonable.	4.02	0.99	2
		PO3	Senior executives /	3.99	1.02	3

			managers are willing to extend cooperation in order to help employees perform their jobs to the best of their ability.			
Employee Engagement	Schaufeli and Salanova (2002)	EE1	At my work, I feel bursting with energy.	4.16	0.85	4
		EE2	I am enthusiastic about my job.	4.26	0.91	2
		EE3	My job inspires me.	4.19	0.98	3
		EE4	I feel happy when I am working intensely.	4.01	1.01	5
		EE5	I am proud of the work that I do.	4.53	0.78	1
Turnover Intention	Li and Kim (2017)	TI1	I hope to find a new job next year.	3.28	1.43	1
		TI2	I am always thinking about quitting my current job.	2.61	1.36	2
		TI3	I am planning to quit my job.	2.54	1.42	3

DATA ANALYSIS

In this study, categorizing the data, finding patterns and relationships both within and between categories, and finally interpreting or integrating all the findings were all steps in the data analysis process, as described by Field (2009).

The Statistical Package for the Social Sciences (SPSS v.25) was used by the researcher to evaluate the data acquired using the descriptive statistical method. Frequency, percentage, ranking, averages, standard deviations, and Cronbach's alpha were used among the available approaches.

RESULT

PROFILE OF THE SAMPLE

Table 2 presents the profile of the sample of employees in the investigated hotels. Particularly, 394 employees were selected from four and five-star hotels. While the employees comprised of 27.4% females and 72.6% males. Most of the employees of (51.8%) hotels aged less than 30 years old. The majority of employees of the (64%) hotels had a university degree. With regards to experience in the hotel industry, almost half of the four and five-star hotel employees (44.9 %) had experience from 1 to 5 years. While, almost quarter of the employees (19 %) had work experience less than 5 years. The majority of the employees of (83.4%) employed full time and (16.5%) part time. The majority of employees in departments were Front Office (31%), Housekeeping (10.7%), Kitchen (12.9%), Restaurant (8.8%), Human Resources (12.7%), Sales and Marketing (5.3%), Other Department (8.6%).

STRUCTURAL EQUATION MODELING

According to Pallant (2007), "The reliability of a scale indicates how free it is from random error," Furthermore, it is "the extent to which the scale's statements all measure the same underlying attribute." Cronbach's coefficient alpha was employed in this study to assess the internal consistency of the survey's various questionnaire items.

The Alpha Coefficient measures a test's or scale's internal consistency that varies between 0 and 1 (Pallant, 2007). Furthermore, Gliem and Gliem (2003) state that a coefficient value of ≥ 0.9 indicates excellent reliability, while a value of ≥ 0.8 signifies good reliability. Similarly, if the coefficient value is ≥ 0.7 , it indicates acceptable reliability and a value of ≥ 0.6 suggests questionable reliability. A coefficient value of ≥ 0.5 indicates poor reliability, while a value of < 0.5 implies unacceptable reliability

Table 2: Profile of Respondents (N=394)

Variables	Frequency	percentage
Gender		
Female	108	27.4
Male	286	72.6
Age		
21 up to 30	204	51.8
31 up to 40	122	31
41 up to 50	58	14.7

50 or older	10	2.5
Education		
Less than high	23	5.8
High school	91	23.1
University degree	252	64
Postgraduate	28	7.1
Employment status		
Employed full-	329	83.5
Employed part-	65	16.5
Work experience		
Less than one year	75	19
1-5 years	177	44.9
6-10 years	142	36.1
Department		
Front Office	122	31
Housekeeping	42	10.7
Kitchen	51	12.9
Restaurant	74	18.8
Human Resources	50	12.7
Sales and	21	5.3
Other	34	8.6

Table 3: Correlations between study variables

Variables		Perceived Climate	Supervisory relationship	Peer group interaction	Perceived organizational support	Employee Engagement	Turnover Intention
Perceived Climate	Pearson Correlation	1					
	Sig. (2-tailed)	.					
	N	394					
Supervisory relationship	Pearson Correlation	.748**	1				
	Sig. (2-tailed)	.000	.				
	N	394	394				
Peer group interaction	Pearson Correlation	.594**	.637**	1			
	Sig. (2-tailed)	.000	.000	.			
	N	394	394	394			
Perceived organizational support	Pearson Correlation	.761**	.726**	.713**	1		
	Sig. (2-tailed)	.000	.000	.000	.		
	N	394	394	394	394		
Employee Engagement	Pearson Correlation	.704**	.662**	.678**	.810**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.	
	N	394	394	394	394	394	
Turnover Intention	Pearson Correlation	-.303-**	-.197-**	-.151-	-.249-**	-.239-**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.
	N	394	394	394	394	394	394
**Correlation is significant at the 0.01 level (2-tailed).							

STRUCTURAL MODELS AND HYPOTHESES TESTING

For the four-star and five-star hotels, standardized path coefficients (r) and the significance of the hypothesized relationships were utilized to test the proposed hypotheses in a causal diagrammatic form (see figure 2). H1 the (R) value (0.704) referred that there is a strong significant correlation between the perceived climate and employee engagement, as well as the coefficient of determination (R^2) is (0.496), suggesting that 49.6% of the employee engagement was explained by the perceived climate. Furthermore, it seems that the regression coefficient statistically significant, $P > 0.05$, so the variable of (Perceived climate) has a statistical positively impact on the employee engagement. This result coincided that the first hypothesis of the current study is acceptable. H2 the (R) value (0.662) referred that there is a strong significant correlation between the supervisor relationship and employee engagement, as well as the coefficient of determination (R^2) is (0.438), suggesting that 43.8% of the employee engagement was explained by the supervisor relationship. Furthermore, it seems that the regression coefficient statistically significant, $P > 0.05$, so the variable of (supervisor relationship) has a statistical positively impact on the employee engagement. This result coincided that the second hypothesis of the current study is acceptable. H3 tables the (R) value (0.678) referred that there is a strong significant correlation between the peer group interaction and employee engagement, as well as the coefficient of determination (R^2) is (0.460), suggesting that 46% of the employee engagement was explained by the peer group interaction. Furthermore, it seems that the regression coefficient statistically significant, $P > 0.05$, so the variable of (peer group interaction) has a statistical positively impact on the employee engagement. This result coincided that the third hypothesis of the current study is acceptable. the (R) value (0.810) referred that there is a very strong significant correlation between the organizational support and employee engagement, as well as the coefficient of determination (R^2) is (0.656), suggesting that 65.6% of the employee engagement was explained by the organizational support. Furthermore, it seems that the regression coefficient statistically significant, $P > 0.05$, so the variable of (Organizational support) has a statistical positively impact on the employee engagement. This result coincided that the fourth hypothesis of the current study is acceptable. H5 the (R) value (0.239) referred that there is a low significant correlation between the employee engagement and the employee turnover intention, as well as the coefficient of determination (R^2) is (0.057), suggesting that 5.7% of the employee turnover intention was explained by the employee engagement. Furthermore, it seems that the

regression coefficient statistically significant, $P > 0.05$, so the variable of (Employee engagement) has a statistical positively impact on the employee turnover intention. This result coincided that the fifth hypothesis of the current study is acceptable.

Table 5: Summary of the structural models for the hotels

Hypotheses	Path	Hotels	
		β	Results
	→		
H1	PC → EE	0.767	Supported
H2	SR → EE	0.629	Supported
H3	PG → EE	0.698	Supported
H4	OS → EE	0.724	Supported
H5	SWE → EE → TI	0.396	Supported

PC = perceived climate; SR = supervisor relationship; PG = peer group interaction; OS = organizational support; SWE = supportive work environment; TI = turnover intention; EE = employee engagement; β = Standardized path coefficient.

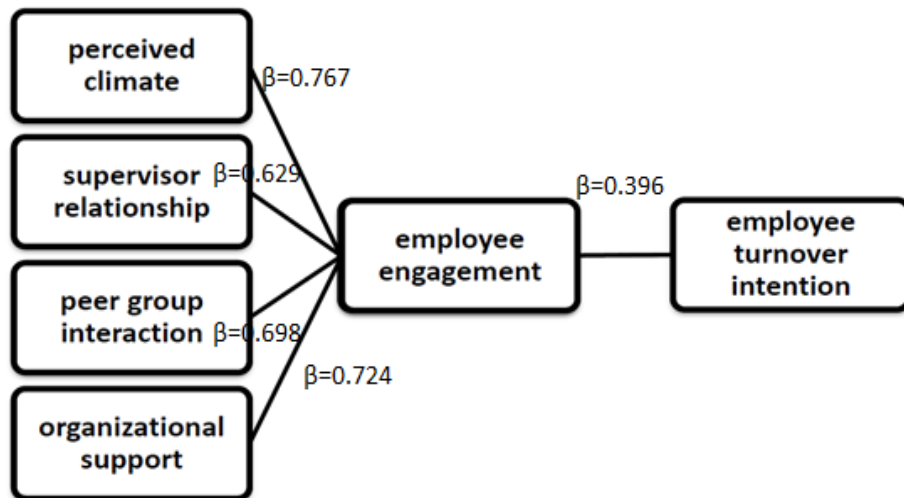


Figure 2: path analysis model

DISCUSSION AND IMPLICATIONS

The purpose of this study is to investigate the impact of the supportive work environment on employees' turnover intention to stay in their current jobs in Egypt. Based on previous studies, there were three predictors of a supportive work environment influenced by employee turnover intention to stay, including perceived climate, supervisor relationship, peer group interaction, and perceived organizational support. Specifically, the study has been directed by the following objectives; Exploring SWE (perceived climate, supervisor relationship, peer group interaction, perceived organizational support). Examine the role of SWE on employee engagement. Examine the effect of SWE on employee turnover intention.

A correlation and linear regression analysis have been performed to check the relationship between the research variables and estimate the impact of each independent variable (perceived climate, supervisor relationship, peer group interaction, & perceived organizational support) on the dependent variable (employee turnover intention).

The results of the correlation proved that there is a significant impact of supportive work environment and employees' intention to stay in their current jobs. This finding came to agree with the studies of Juhdi et al. (2013); Ghazali et al. (2018); Akhtar et al. (2018); Newman et al. (2020) which have concluded that there is a strong positive relationship between organizational support and employees' turnover intention to stay. This result matched with the studies of Ferreira et al (2015); Patnaik & Panda (2020); Saputra & Riana (2021) which have concluded that supervisory support was analyzed as a valuable instrument for improving employee well-being, organizational commitment, and employee's intention to stay. Our point of view for this study have important implications for organizations in Egypt and beyond. By creating a supportive work environment that fosters employee engagement and reduces turnover intention, organizations can improve employee well-being, organizational commitment, and overall job satisfaction. This, in turn, can lead to increased productivity, better performance, and a more positive work culture. Overall, the findings of this study provide valuable insights into the impact of a supportive work environment on employee turnover intention to stay, and offer practical recommendations for organizations seeking to improve employee engagement and reduce turnover.

LIMITATIONS AND FUTURE RESEARCH

The current study has a few limitations that need to be taken into consideration to put the findings into perspective, which also provide several suggestions for further research. First, in terms of population, the investigated hotels were limited to five-star hotels located in Egypt. Hence, future research could include other categories of hotels such as three-star hotels. Second, the current study investigated the supportive work environment in the hospitality industry and focused only on hotels. Future research could explore supportive work environments in restaurants. Fourth, the study focused on the three predictors of a supportive work environment (perceived climate, supervisor relationship, peer group interaction and perceived organizational support). Future research could explore other predictors of a supportive work environment as supervisor support and job satisfaction.

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