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HOW DOES WORKPLACE SOCIAL SUPPORT INFLUENCE TURNOVER INTENTION

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Abstract:

Although tourism-related activities have rebounded after the COVID-19 pandemic, and China has emerged as the world's second most powerful tourism market, China's hotel industry continues to face severe employee turnover challenges, resulting in huge costs and organizational disruptions. Grounded in social exchange theory (SET), this study examines how workplace social support, comprising perceived organizational support (POS) and coworker support, affects organizational commitment and, consequently, turnover intention. Based on data collected from 285 Chinese hotel employees, Partial Least Squares Structural Equation Modeling (PLS-SEM) is applied to test five hypothesized relationships and investigate the mediating role of organizational commitment. The results demonstrate that support from both the organization and coworkers is a significant factor in shaping employees' attitudes towards organizational commitment and their intention to quit. Notably, coworker support exerts a stronger influence on commitment than organizational support, highlighting the critical role of peer relationships in retention. Pleasant social relationships are critical, this network enhances employee well-being, creates a positive work context, and increases the workers' sense of belonging to the business. The study highlights actionable insights for hotel management, also empirically validates SET in China's hotel context. It advances theoretical understanding while offering practical strategies to mitigate turnover intention through targeted social support mechanisms.

Keywords:

Received Organizational Support, Coworker Support, Organizational Commitment, Turnover Intention

Introduction

At both the theoretical and empirical levels, turnover intention (TI) has received a considerable amount of attention by academics and professionals alike (Lather & Singh, 2015). Today, it continues to be one of the most researched areas in the organizational behavior literature considering its role as the most powerful predictor of actual turnover in organizational settings (Jung et al., 2021). High turnover signal instability and breakdowns in reciprocity and trust between employees and employers, this is particularly true for the hotel industry where employees change jobs more frequent than other industries. TI represents an employee's deliberate consideration of leaving an organization and active consideration of alternative employment opportunities (Jung et al., 2021). While empirical evidence consistently shows that TI is often caused by such factors as job dissatisfaction (Ingsih et al., 2021), work stress (Salama et al., 2022), and job burnout (Ribeiro et al., 2023), employee leaving one organization for another is rarely an abrupt decision but rather the culmination of a cumulative process shaped over time by a combination of individual, relational, and organizational dynamics (Mondo et al., 2022). This process is often rooted in perceived inadequacies such as insufficient support from both the organization and coworkers, low level of commitment to the workplace, or a sense of being undervalued.

The workplace social support system has been identified as a significant determinant of turnover intention (Li & Mo, 2023). Social exchange theory (SET) demonstrates that social support in the workplace develops a strong sense of comfort and security in employees, and in exchange, they feel an emotional bond with the organization (Blau, 1964). As two major types of support at work, the perceived organizational support (POS) concerns both the employees' attitudes and beliefs about how much the business cares about their personal well-being as well as how much their work performance is valued by the organization overall (Rhoades & Eisenberger, 2002); support from co-workers, on the other hand, refers to the extent to which co-workers provide social and emotional support and trust to other co-workers, as well as give assistance with other co-workers' projects (Tesi, 2021). Positive coworker social support involves encouragement and assistance from others in successfully overcoming job-related difficulties and challenges (Zhou & George, 2001). With such support, employees feel very positive about their work and coworker/social support environments; commitment to their department and the overall organization is also nurtured and enhanced (Hayton et al., 2012; Meyer & Allen, 1991). Positive values generated from organizational commitment (OC) create strong incentives for the worker to stay where they are, reinforce positive employee mindsets, and reduce the likelihood of nurturing any employee turnover intention at all (Meyer & Herscovitch, 2001).

Despite substantial advancements in the respective domains of POS and CS, and their powerful relationships to both organizational performance and success, much research has only employed either type of support to predict OC and/or TI. While both types of support have long been established as a TI mitigator (Dechawatanapaisal, 2025), there remains a lack of

comprehensive research on the specific role of POS and CS and their interplay with OC influencing employees' intention to quit, particularly in high-stress, low-wage environments such as the hotel industry.

To address these issues, in this study, attention is placed on examining the effects (if any) that POS and CS have on employees' intention to leave, and whether these effects are mediated by OC. More specifically, this study examines whether the combined effects of POS and CS strengthen employees' OC, subsequently reducing TI. Grounded in this framework, the research investigates the structural relationships among POS, CS, OC, and TI. Using structural equation modeling, OC's mediating role in these dynamics will also be identified.

Literature Review and Hypothesis Development

Perceived Organizational Support

Rooted from social exchange theory (SET) (Blau, 1964), perceived organizational support (POS) refers to employees' general belief that the employer values their contributions, fairly rewards the total efforts they devote to the work, cares about their overall welfare, and offers them with the necessary assistance when it is required (Rhoades et al., 2001). In this exchange relationship, the core is the norm of reciprocity: employees positively contribute to the good business performance and long-term goal and the employer will exchange with support efforts considered very important to workers (Musenze et al., 2020). For employees, support from the organization signifies that their employer is committed to moving beyond a purely transactional relationship, demonstrating genuine care for their well-being and recognition of their contributions (Chernyak-Hai et al., 2024). By fostering this relational dynamic, the organization cultivates a norm of reciprocity, inviting employees to reciprocate through heightened engagement, loyalty, and discretionary effort (Astuty & Udin, 2020). This mutual commitment transcends basic economic exchange, establishing a foundation of trust and shared investment in organizational success.

In the employee-employer exchange relationship, the degree of the employees' confidence in their capabilities, and the amount of effort workers put forth in dealing with difficulties on the job are largely dependent on the amount of support that employees receive and the extent to which they are valued by the organization as a whole (Jung et al., 2021). According to Astuty and Udin (2020), high job performance, for instance, encourages organizations to reciprocate through tangible investments - such as career advancement opportunities, skill-development programs, and targeted training initiatives. These support measures, in turn, foster further interactions as employees reciprocate with even greater effort and commitment on their part (Chernyak-Hai et al., 2024; Cheung 2000; Kurtessis et al. 2017). Over time, this self-reinforcing loop not only accelerates individual growth but also advances the organization's general prosperity and success.

The more support (e.g. professional development opportunities) is received, the more employees feel positive about and valued by the employer, and their confidence in meeting job demands is nurtured and enhanced (Tripathi & Singh, 2020). In this positive reciprocal employee-employer relationship, when employees feel confident in their capacities to perform well, they tend to demonstrate higher work engagement, exert more effort on the job, and adopt more self-control measures to achieve the highest level, workers believe that their contributions are recognized, appreciated, and valued by the organization. As argued by Sulistyo and

Suhartini (2019), the extent to which employees' engagement at work relates to the level of support received from the working organization, this functions to motivate the worker to return and produce even more. When both parties value the efforts and benefits exchanged, the power of reciprocation in maintaining a good and stable employee-employer relationship is enhanced (Cheng et al., 2020).

However, when the support system is compromised and the support is perceived as inadequate, when it does not satisfy employees' social-emotional needs nor meet the expectation of reciprocity, certain negative attitudinal and behavioral outcomes may occur: loss of worker motivation, decreased satisfaction and commitment toward the organization, increases in absenteeism and, even worse, increased levels of worker turnover intention (Abou Hashish, 2017; Danthanarayana et al., 2019).

Coworker Support

According to Zhou and George (2001), coworker support (CS) refers to encouragement and/or assistance provided by other employees to a coworker when job-related difficulties and issues occur. Coupled with coworker help with job-related issues, research also suggests that CS is a fertile seedbed where a critical network of emotional bonds and pleasant social relationships grows and flourishes (Yang et al., 2019); this rich network enhances employee well-being, provides meaningful social experiences at work, creates a positive work context, and increases the workers' sense of belonging to the business (Karatepe, 2012; Gianakos, 2019).

Meyer and Allen (1991) suggest that a positive work context creates an environment where the workers want to stay, they desire and expect continued meaningful work experiences in that environment. In contrast, a low level of coworker support coupled with coworker conflict can lead to significant negative effects such as: job burnout (Li et al., 2015), increased stress at work, and frustrating work life experiences (Chamberlain & Hodson, 2010). Negative work environments restrict the development of positive social support systems (Sloan et al., 2013) and negatively influence workers' attitudes and their decisions to remain with the business or organization.

Furthermore, while voluntarily assisting and supporting coworkers, employees actually expand the boundaries of their work role, their "psychological contract" with the work organization; this affect not only benefits the worker and coworkers but, positively supports the entire organization as well (Appelbaum et al., 2019). Empirical research has shown that positive social support systems and voluntary interpersonal helping behavior nurtures positive work environments, increases employee job satisfaction, enhances worker engagement as well as overall OC (Rousseau & Aube, 2010; Sloan, 2012).

Organizational Commitment

Organizational commitment (OC), according to Allen and Meyer (1996), refers to the psychological bond that links employees and their organization, it is a three-dimensional construct, consisting of affective commitment (AC), continuance commitment (CC), and normative commitment (NC). Affective commitment (AC) can be defined as an employee's enjoyment of being with an organization and the desire to continue working there, it reflects how much an employee likes the organization and feels a sense of belonging to it; continuance commitment (CC) refers to an employee's heightened awareness of the switching costs that will incur when quitting their job for another in a different business and possibly, a different

geographic location as well; normative commitment (NC) is the obligation felt by an employee to stay where they are and to experience the present and future benefits of a long-term relationship with a particular employer. Each of the dimensions contributes to a psychological state that plays a very important role in shaping employees' relationships with the organization as well as their decision to either stay or leave (Meyer and Allen, 1991). As argued by Lu et al. (2023), OC can function as a form of "psychological contract", signifying employees' identification with organizations, sense of belonging to, and emotional dispositions toward organizations.

Commitment reflects the feeling of being a part or oneness, which is an essential component of organizational identification (Strawder, 2024); this sense of belongingness encourages employees to remain membership with the organization; they feel they are important for being part of the whole and truly want to contribute to the health and performance of the entire business (Jaussi, 2007). Research confirms that such emotional bonds significantly enhance job-related attitudes and performance (Yang & Zhou, 2022), with highly committed employees exhibiting markedly lower TI than their less-engaged counterparts (Hsiao et al., 2020).

Turnover Intention

As proposed by Mobley (1977), intention to quit is one of the critical sources of influence in the theoretical causal process of the turnover phenomenon. Tett and Meyer (1993) also point out that turnover intention is when workers want to end employment with the organization; it is a deliberate, voluntary mindset that occurs before an employee reaches the final withdrawal decision state. Turnover intention (TI) represents an employee's deliberate consideration of leaving an organization and active consideration of alternative employment opportunities (Jung et al., 2021).

Employee turnover creates immense personal and organizational costs and inefficiencies. While a certain amount of turnover is inevitable, excessive turnover can negatively impact the effectiveness and survival of the entire organization (Li et al., 2023). This is a particular issue when highly skilled and competent workers intend to leave: the best and brightest employees may go to your biggest competitor. Overall, an unstable workforce can negatively affect work standards, output quality, customer service, and satisfaction (Wen et al., 2020); when standards drop, staff morale decreases, standards will continue to decline, and the organization is caught in an endless cycle of recruitment and replacement with overall performance continuing to decline.

Perceived Organizational Support and Organizational Commitment

Research has consistently proven that there is a strong yet positive relationship between POS and OC. In Kurtessis et al.'s (2017) meta-analysis, evidence confirmed the role of POS in fostering affective and normative commitment. Empirical studies across a variety of contexts consistently demonstrate that employees who perceive that organizations care about their well-being and career development will reciprocate through enhanced emotional attachment and discretionary effort (Eisenberger et al., 2020). According to a recent cross-cultural study involving 347 employees from the US and UK, Chernyak-Hai et al. (2023) found that POS significantly predicts affective commitment (AC). This indicates that when employees perceive their organization as supportive, they are more likely to become emotionally engaged, integrating their organizational membership into their core self-concept and developing a deeper sense of commitment to the organization (Zagenczyk et al., 2021). Similarly, Sartori et

al.'s (2023) empirical study of 143 Italian industrial employees and Setyono's (2024) research into 103 Indonesian hotel workers confirmed that perceived organizational support (POS) not only enhances affective commitment (AC) but also normative commitment (NC), which stands for the reciprocation of moral obligation to organizational care. In a similar vein, the findings of Zhang et al.'s (2023) study of 402 respondents further proved that POS is a strong antecedent of occupational commitment, particularly when support is in line with employees' professional growth needs.

The interactions inherent in the exchange relationship between an organization and its employees are dynamic and impactful. When employees perceive that the organization genuinely invests in their professional growth, they develop a strong sense of belonging and appreciation, leading to more positive contributions. This will further motivate the organization to reciprocate with additional support, driven by a mutual sense of obligation to give back. This virtuous cycle not only enhances the individual employee's growth and progress but also significantly benefits the organization as a whole. In essence, when employees feel they are valued, recognized, and supported, they exhibit higher work motivation and cultivate a deeper emotional connection and sense of duty toward the company. Therefore, the following hypothesis is proposed:

H1: Perceived organizational support is positively related to organizational commitment.

Coworker Support and Organizational Commitment

Ladd and Henry (2000) argue that the quality of the exchange relationship can be evaluated through the level of felt support. In the workplace, coworkers are important partners for social exchange (Chiaburu & Harrison, 2008; Ahmad et al., 2020), of which, supportive resources take up a substantial proportion (Hayton et al., 2012). Whether it is task-focused instrumental support aimed at resolving work-related issues or person-centered emotional support embedded in interpersonal relationships (Beehr et al., 2000), such support will enhance the individual's psychological involvement in their duties on the job (Nugent & Abolafia, 2006). When voluntarily providing help to others, employees actually exert efforts or extra-role on behalf of the organization through which common values are shared (Bommer et al., 2003). The findings of the comparative study of 439 flight attendants for both Thai and American Airlines by Limpanitgul et al. (2014) demonstrate that employees' commitment to the organization, especially affective and normative commitment, is significantly influenced by coworker support. It has been suggested that positive work experiences with coworkers would lead employees to be more committed to the organization. Therefore, it is hypothesized that:

H2: Coworker support is positively related to organizational commitment.

Perceived Organizational Support and Turnover Intention

In the employee-employer reciprocal exchange relationship, the provision of organizational support efforts functions to fulfill employees' needs, desires, and expectations at work; on the other hand, it may also motivate employees to return the favor with a larger dose of effort and quality performance on the job (Jing & Yan, 2023; Kurtessis et al., 2017). Employees' subjective perceptions of organizational support arise from how the organization addresses their social and emotional needs (Perić et al., 2023). Ultimately, a supportive organizational environment cultivates employee motivation, commitment, and thriving, contributing to sustainable organizational development and retention of talented human resources (Prasad & Jha, 2023; Guan & Frenkel, 2020). Yang et al.'s (2019) research indicates that mentoring, such

as career and psychosocial support, is linked to turnover intention (TI). Li and Song (2023) also found that support from the organization plays a very important role in reducing intention to leave. When employees are empowered and given the necessary training to perform effectively in their roles, they feel valued and supported, which reduces their inclination to leave the organization. They may develop a sense of loyalty and commitment, recognizing the resources the organization has invested in enhancing their skills and competencies, and are likely to express their gratitude through continued service, contributing to the achievement of the organization's goals. In such circumstances, employees feel a sense of obligation to reciprocate by remaining with the organization. Therefore, the following hypothesis is proposed:

H3: Perceived organizational support is negatively related to turnover intention.

Coworker Support and Turnover Intention

Previous research has provided evidence that coworkers are important in shaping intentions to leave and actual turnover behavior (Dechawatanapaisal, 2025). For example, Fong et al., (2018) found that support from co-workers buffered effectively between stress and turnover. In the same vein, Li and Mo's (2023) empirical study also confirmed that TI could be well predicted by support from coworkers, and significant negative relationship existed between them. In their meta-analysis, Ng and Sorensen (2008) provided evidence that CS was negatively related to TI. When the employees perceive there is a high level of support from colleagues, they recognize the workplace as a supportive environment in which they receive care, understanding and respect, as a result, will be encouraged to reciprocate that support by staying with the organization (Safadi, 2019; Li & Mo, 2023)

H4: Coworker support is negatively related to turnover intention.

Organizational Commitment and Turnover Intention

Organizational commitment (OC) encapsulates employees' profound desire to be a part of the organization, their willingness to go above and beyond to achieve organizational goals, and their embrace of its values. Studies have acknowledged that the intention of leaving one organization for another is very often caused by low levels of commitment toward the organization (Guzeller & Celiker, 2020). It has been found that employees with a high level of commitment appear to have stronger desires to attend work and more positive attitudes toward their organization. As commitment is a psychological bond between employees and their employer, it seems that highly committed employees would be less likely to terminate the employment relationship with their business or organization as compared to weaker bonded individuals (Allen & Meyer, 1990; Aguiar-Quintana et al., 2020). Prior studies have empirically demonstrated a significant negative correlation between OC and TI (Ali Yusuf & Widodo, 2023). Ampofo & Karatepe (2021) reported that employees with higher levels of affective commitment are more likely to develop strong emotional bonds with their organization, thereby reducing their inclination to leave. This relationship can be succinctly summarized as an inverse association: as OC increases, TI decreases (Abet et al., 2024). Furthermore, extensive research supports the notion that higher levels of OC are consistently associated with increased employee retention, enhanced job performance, and improved attendance records (Abet et al., 2024). Therefore, the following hypothesis is proposed:

H5: Organizational commitment is negatively related to turnover intention.

Material and Methods

Research model

Based on the literature review, this study uses a holistic framework, incorporating POS and CS, OC and TI (Figure 1). The research model proposed here examines the direct and indirect influence that POS and CS have on TI (see Figure 1). More specifically, the study attempts to explore how POS and CS affect OC, and consequently, turnover intention. POS represents employees' general beliefs of being valued and cared about; CS represents the nature and amount of support (including both job-related and socio-emotional) provided by coworkers through the social support network.

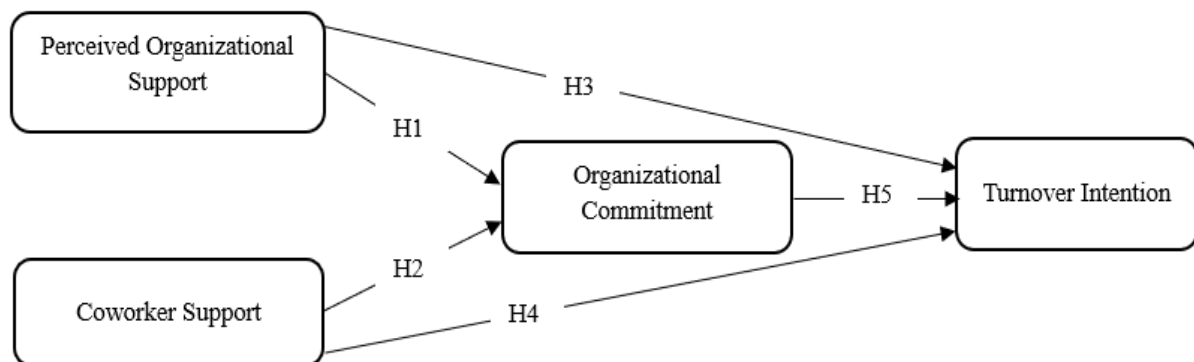


Figure 1: Research Model

Measures

POS was assessed using items that capture employees' perceptions of organizational care and support, such as recognition of contribution, personal well-being, training opportunities, personal development, and feedback. The seven-item measurement of perceived organizational support (POS) was adapted from Eisenberger et al. (1986). The coworker support measure was adapted from the work of Ladd and Henry (2000); seven items were employed to assess coworker support for emotional needs, coworker job performance recognition, and their assistance with job-related issues. OC was measured with a 12-item measurement instrument with four items for each dimension, namely affective commitment (AC), continuance commitment (CC), and normative commitment (NC), adapted from Allen and Meyer (1990). A five-item scale was employed from Boshoff and Allen (2000), Crossley et al. (2007) and Wayne et al. (1997) to assess employees' likelihood of leaving their current job.

Data Collection and Respondents Characteristics

The respondents were hotel employees working in China. A web-based survey questionnaire was distributed, and could be easily accessed on electronic mobile devices, such as tablets or smartphones. Following the completion of data collection, a rigorous cleaning procedure was carried out, including checking for missing data, identifying invalid responses, and verifying data accuracy and consistency. From 560 questionnaires distributed, 285 completed questionnaires were deemed valid, representing a response rate of 50.9%. All the participants, at the time of the study, were full-time employed in the hotels.

The questionnaire consists of two sections. Section A, consisting of 6 questions, is designed to capture respondents' demographic information, including their gender, age, marital status, educational level, job position and tenure. Section B is composed of 31 questions developed

logically to reflect the measurement of sources. Likert-scale, containing five-point bipolar scales with categories numbered from 1 (strongly disagree) to 5 (strongly agree), is employed in this part.

Among the total 285 respondents, 189 were female and 96 were male, weighing 66.3% and 33.7% respectively. The higher percentage of female reflects the gender-based characteristics of the current employee group in the industry. A general overview of the respondents in the study is depicted in Table 1.

Table 1: Respondents' Characteristics (n=285)

Respondents	Frequency	Percentage
Gender		
Male	96	33.7
Female	189	66.3
Age		
18-21	25	8.8
22-30	108	37.9
31-40	95	33.3
41-50	50	17.5
51 and above	7	2.5
Job Position		
Non-managerial	145	50.9
First-line Supervisor	74	26
Middle Management	45	15.8
Top Management	21	7.4
Tenure in the current organization		
Less than 6 months	34	11.9
6 months -- 1 year	58	20.4
1 year -- 3 years	76	26.7
3 years -- 5 years	49	17.2
5 year – 10 years	41	14.4
Over 10 years	27	9.5

Data Analysis

Both the measurement model and structural model was assessed and tested through Partial Least Squares Structural Equation Modelling (PLS-SEM) using established fit indices and statistical criteria to ensure methodological robustness. The measurement model was assessed by evaluating the relationships between the latent constructs and their observed indicators. Internal consistency, referring to the degree to which the items that made up the scale hang together, was indicated by Cronbach's alpha value, which is based on the average inter-item correlation (Pallant, 2005). Ideally, the value should be over 0.70 or greater than 0.60 to indicate acceptable (Hair et al., 2022). As such, the true reliability of a data collected can be assured. To ensure the accuracy for latent constructs with reflective indicators, the primary measure composite reliability (CR) was also applied. A threshold value of 0.70 (Hair et al., 2022), and values of 0.70 to 0.90 are generally considered satisfactory to good. Average variance extracted (AVE) was used to assess convergent validity. AVE represents the average

amount of variance in the indicator variables that is explained by their respective construct. A value of 0.50 or higher will confirm adequate convergent validity (Fornell & Larcker, 1981).

Results

Measurement Model

As shown in Table 2, all factor loadings for the latent constructs measured substantially exceeded the recommended threshold of 0.50, confirming that the items effectively represented their respective latent variables. For reliability results, both Cronbach's alpha (α) and composite reliability (CR) were well above 0.70, exhibiting great internal consistency and scale reliability. Furthermore, convergent validity was tested with average variance extracted (AVE), as shown, all values were greater than 0.50, providing strong evidence of convergent validity, all the items collectively explained a significant proportion of variance in their underlying constructs.

Table 2: Factor Loading, Reliability and Convergent Validity

Construct	Measurement Item	Factor Loading	Cronbach's Alpha	CR	AVE
Perceived Organizational Support (POS)	POS1	0.736	0.88	0.881	0.582
	POS2	0.769			
	POS3	0.761			
	POS4	0.781			
	POS5	0.746			
	POS6	0.76			
	POS7	0.785			
Coworker Support (CS)	CS1	0.75	0.891	0.893	0.605
	CS2	0.73			
	CS3	0.775			
	CS4	0.782			
	CS5	0.801			
	CS6	0.808			
	CS7	0.796			
Organizational Commitment (OC)	AC1	0.728	0.925	0.927	0.547
	AC2	0.713			
	AC3	0.729			
	AC4	0.698			
	CC1	0.818			
	CC2	0.776			
	CC3	0.751			
	CC4	0.712			
Turnover Intention (TI)	NC1	0.785	0.788	0.809	0.541
	NC2	0.735			
	NC3	0.723			
	NC4	0.701			
	TI1	0.796			
	TI2	0.784			
	TI3	0.775			

TI4	0.669
TI5	0.636

Discriminant validity was assessed using the Fornell-Larcker criterion. As presented in Table 3, the square roots of AVEs for POS, CS, OC and TI were 0.763, 0.778, 0.741 and 0.735 respectively, all exceeded their respective highest correlation with other constructs. This confirms that each latent variable demonstrates adequate discriminant validity, indicating that the measurement items effectively distinguish between different constructs and maintain their conceptual uniqueness. As such, the measurement model was confirmed valid in terms of discriminant validity as suggested by Hair et al., (2019).

Table 3: Discriminant Validity of Each Latent Variable

	POS	CS	OC	TI
POS	0.763			
CS	0.323	0.778		
OC	0.527	0.530	0.740	
TI	-0.559	-0.493	-0.632	0.735

Note: POS = Perceived Organizational Support, CS = Coworker Support, OC = Organizational Commitment, TI = Turnover intention

Structural Model

The structural model was evaluated using standardized path coefficients (β) and their statistical significance assessed via bootstrapping with 5,000 resamples. P-values were examined to determine if the relationships were significant. In addition, the p-value signifies the level of significance to determine whether or not a hypothesis is supported. The research results (Table 4) showed that POS had a significant impact on OC ($\beta = 0.397$, $P < 0.001$), and TI ($\beta = -0.3$, $P = 0.024$); CS also had a significant impact on OC ($\beta = 0.401$, $P < 0.001$), and TI ($\beta = -0.202$, $P = 0.045$), with the former being positive and latter negative; OC had a significant negative impact on TI ($\beta = -0.368$, $P = 0.005$); all hypotheses were supported.

Table 4: Hypotheses Testing

Hypotheses	Relationship	Path Coefficient	Standard deviation	T value	P values	Result
H1	POS -> OC	0.397**	0.103	3.873	0.000	Supported
H2	CS -> OC	0.401**	0.099	4.04	0.000	Supported
H3	POS -> TI	-0.3*	0.133	2.254	0.024	Supported
H4	CS -> TI	-0.202*	0.101	2.003	0.045	Supported
H5	OC -> TI	-0.368**	0.131	2.817	0.005	Supported

Note: * $p < 0.05$, ** $p < 0.01$

Table 5: Mediating Effects

Path	Standard Deviation	T - value	P - value	Total effects	Indirect effects	VAF	Result
POS -> TI	0.133	2.254	0.024				
POS-> OC -> TI	0.065	2.234	0.026	-0.446	-0.146	32.74 %	Partial Mediation Effect
CS -> TI	0.101	2.817	0.005				
CS -> OC -> TI	0.066	2.248	0.025	-0.349	-0.147	42.12 %	Partial Mediation Effect

Note: POS = Perceived Organizational Support, CS = Coworker Support, OC = Organizational Commitment, TI = Turnover intention

The mediation analysis (Table 5) revealed significant partial mediation effects through OC in both the POS→OC→TI and CS→OC→TI pathways. The variance accounted for (VAF) was 32.74% for the former and 42.12% for the latter. As both VAF values were within the 20–80% range for partial mediation, the results demonstrated that OC partially mediated both the relationship between POS and TI, as well as between CS and TI.

Discussions

Based on social exchange theory and the notion of reciprocity, the effects of POS together with CS on OC and TI was examined simultaneously. By reviewing previous studies, a research model was established for the current work. Through data analysis, all the assumed relationships among the proposed constructs were tested and statistically supported. The findings indicated that both POS and CS were directly and negatively related to TI, the strong path coefficient again indicated that both support types significantly influenced TI. Statistics generated from the current study provided evidence that both POS and CS play significant role in predicting and reducing TI.

Results from this study showed strong evidence that both POS and CS were positively related to OC. That is, the more employees feel they are supported and valued by the organization and/or fellow employees, the more employees are committed to their organization. Hotel jobs are considered very stressful, as the industry is demanding and often overwhelming while also coping with uncertain working conditions (Codling et al., 2022; Goh & Okumus, 2020). Based on the SET and the norm of reciprocation, when employees perceive that the organization and/or coworkers genuinely care about their wellbeing and recognize their contributions. Such support provides strong motivational potential and assists employees in coping with situational demands, enabling them to develop even stronger connections to their work and a higher level of attachment to the organization (Bibi et al., 2019). In addition, rewards for employee efforts can be interpreted as top-down commitment and function as a driving force in motivating employees to return the commitment back to the working organization by demonstrating a higher level of employee commitment.

In their empirical study, Limpanitgul et al. (2014) found the impact of coworker support on OC. The statistical results generated from the current study provided solid evidence and again confirmed coworker support including those of job-related and general well-being contributed significantly to employees' commitment to their working organization. Research has indicated that the support provided by fellow employees is well beyond the assistance in resolving work-related issues, but also include support with interpersonal focus such as showing respect, appreciation, recognition and genuine concerns (Cureton, 2014). As noted by Woo and Chelladurai (2012), employees would reciprocate with more commitment to the organization when they felt they were supported by the organization, supervisor and/or coworkers. When supportive experiences with the organization and coworkers have developed into a consistent pattern, workers are more willing to devote more efforts in maintaining membership in the employment.

OC also had a strong negative effect on turnover intentions, confirming the higher the commitment, the lower the propensity for the employee to leave. Also, OC functioned importantly in mediating the support and TI relationship. This has been substantiated by previous studies on the relationships. Woo and Chelladurai (2012), for example, discovered perceived support including those from the organization, supervisor and coworkers together contributed highly in the inducement of OC. Strong support result in heightened OC, which in turn, contribute to reduce the likelihood of TI. Yang et al. (2019) argued that in hospitality organizations, career-related support can assist employees in building strong connections with the organization. By offering opportunities for career advancement, training, and personalized development plans, employees feel valued and invested in, which fosters a deeper sense of belonging and commitment. This support not only enhances their professional growth but also strengthens their emotional and psychological ties to the organization, creating a binding force contributing to the heightened likelihood of remaining with the organization. The findings of the current study added more evidence in confirming the relationship.

In comparison, the path coefficient of POS to TI ($\beta = -0.30, p=0.024$) generated from this study showed a stronger magnitude of effect than that of CS ($\beta = -0.202, p=0.045$), suggesting that POS had a larger effect size. Indeed, the more support is received, the more employees feel positive about and valued by the employer, the more they tend to demonstrate higher work engagement. With regard to the relationship between OC and TI, as predicted, it was consistent with prior research on the same relationship, that the two constructs were negatively correlated, and the magnitude of the correlations were strong.

Both support from the organization and coworkers are highly valued by employees in their job environment. When employees feel trusted and valued, they are more likely to develop an emotional attachment to their organization, exhibit sustained loyalty, and proactively contribute to organizational success. The provision of support from coworkers may be profound due to the support providers' positive attitude and commitment to the organization (Chiaburu & Harrison, 2008), and can thereby enhance the help receivers' organizational citizenship attitude and behavior through the behavior that the help provider demonstrated (Nugent & Abolafia, 2006). When an individual is committed to an organization, the attachment involves one's active contribution is far beyond passive loyalty since commitment takes a long time to develop and once it is developed, it remains relatively stable. Therefore, highly committed employees will present the least likelihood to withdraw from the organization (Solinger et al., 2008; Bouarif, 2015).

Conclusion

The results of the study indicated that training opportunities, organization's policies on personal development, encouragement for the application of newly acquired knowledge and skills, support from fellow employees were important factors in reducing TI. This implied that individuals needed resources, opportunities and desired for good working relationship and personal advancement. Thus, it would promote employees' commitment and reduce employee's intention to leave if 1) their needs and expectations are met; 2) efforts are recognized, 3) they receive rewards for their additional efforts, and 3) their well-being is cared for. Hotel organizations should take necessary steps to provide sustainable motivating potential, sufficient support resources, caring working environment and frequent communications with employees in order to form common values and goals as well as to reach common success for both individuals and the organization.

In this study, although the questionnaire was randomly distributed to 560 employees, only 285 completed questionnaires were deemed usable. Given the relatively small sample size of 285 respondents, it is crucial to generalize the study's findings to a broader population. Furthermore, as the research survey was conducted in China's hospitality industry, solely involving hotel employees, it limits the representativeness of the findings. Conducting similar research across different industries, organizational structures, and countries would provide a more comprehensive understanding of how TI is influenced by workplace social support. Future research on this topic should aim to address these limitations by collecting longitudinal data, improving response rate, increasing sample size, and expanding the scope of the study to various industries, organizational settings and geographical regions.

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