

SELF SPONSORED TRAINING AND EMPLOYEES' INTENTION TO LEAVE THE ORGANIZATION: THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT – CASE STUDY AT SMALL AND MEDIUM ENTERPRISES (SMEs) IN DONG THAP PROVINCE, VIET NAM

NGUYEN THANH SANG, PhD

Student at University of Finance and Marketing

<https://doi.org/10.37602/IJREHC.2024.5401>

ABSTRACT

In the context of a highly competitive human resource market, investing in improving human capital is increasingly of interest to many people, because human capital is one of the most important capital sources of an organization, especially Individuals paying their own training costs is the current trend. Based on human capital theory (HCT), organizational equilibrium theory (TOE), and organizational support theory (POS), this study aims to develop a comprehensive model of self-sponsored training (SST), human capital (HC), Desirable of Movement (DM), Ease of Movement (EM), Intention to leave the organization (IL) and Perceived organizational support (POS). Using a survey questionnaire, this study collected data from 509 participants. The study hypotheses were evaluated using piecewise linear squared structural equation modeling (PLS-SEM). Research results show that SST has a positive impact on HC; HC positively affects DM and EM; DM, EM promote IL. POS plays an important moderating role in the relationship between DM and IL. From there, the study proposes some management implications to limit the intention to leave the organization of employees at small and medium-sized enterprises (SMEs) in Dong Thap province, Vietnam.

Keywords: Self-sponsored Training, Human Capital, Desirable of Movement, Ease of Movement, Perceived organizational Support, Intention to Leave the organization, SMEs.

1.0 RESEARCH PROBLEM

SMEs are a type of enterprise in a market economy. This is a type of enterprise with a small scale in terms of capital, workforce and revenue. In recent years, SMEs in Dong Thap province have basically grown in scale, quantity and have undergone progressive changes in quality. These businesses play an important role in the province's economy by actively contributing to the province's economic development but also creating social stability through creating jobs for workers. However, in the process of the country integrating more deeply into the world economy, many limitations have been revealed that need attention in recent times in terms of management capacity and human capital resources do not meet the needs for sustainable development of the organization,... (Nghia et al., 2015). Besides, the human resources in the enterprise are unstable, the rate of workers leaving the organization is high, so they cannot meet the development needs of the enterprise during the integration process. The above aspects present organizations with issues that need to be resolved, specifically: "Improving human capital for employees is an urgent requirement for the sustainable development of businesses

and helps businesses increase competition in the market, but poses many risks when employees with high human capital leave the organization. This question raised from a practical perspective is also a question that needs to be resolved from a research perspective, specifically: "Does improving Human Capital cause the rate of leaving the organization to increase, especially in the case of training paid for by individuals at (SMEs) in Dong Thap province? In order to enhance the value of human capital, this study aims to explore and emphasize the role of developing human capital paid for by individuals; perceived of Organizational support (POS) plays an important role in moderating the relationship between Desirable of Movement (DM) and Intention to Leave the Organization (IL) of employees at (SMEs) in Dong Thap province, Vietnam.

1.1 Overview of research works and hypothesis development

Human Capital Theory - HCT

Human Capital Theory (HCT) was first defined by (W. Schultz, 1961), scholars said that the factors that form human capital are the skills and knowledge they acquire. According to Laroche and Marcel Merette (1999) human capital has three characteristics (i) human capital is a non-tradable good; (ii) human capital is both individual and communal; (iii) human capital has both quantity and quality. Human Capital was then developed by other scholars such as (Becker, 1992), arguing that Human Capital is formed from education, training, development and other knowledge that has a positive impact on productivity and salary. Rahman and Nas (2013) argue that education to enhance human capital is crucial to increasing worker productivity, human capital theory also recognizes that education and training can enhance employability of employees in the labor market and causing employees to leave the organization to find better jobs, this is the duality of human capital theory that researchers in the field of human resource management are interested in. Inheriting from previous research in the world as well as in Vietnam, this study views human capital as a form of intellectual capital that is the result of a combination of attributes such as knowledge, skills, attitudes and relationships are formed in the individual's mind, body and behavior", (Vidotto et al., 2017).

Theory Perceived of Organization Support - POS

Perceived organizational support theory refers to the degree to which employees perceive organizational support and value their contributions (Eisenberger et al., 1986). Perceived organizational support is related to attitudes and job satisfaction (Muneer et al., 2014), (Coyle-Shapiro et al., 2008). Recent research has found a negative relationship between Perceived Organizational Support and Intention to Leave the Organization (Harris et al., 2013). There is also evidence that the relationship between perceived organizational support and intention to leave the organization is moderated by attitudinal variables such as organizational commitment or job satisfaction (Allen et al. et al., 2003; Loi et al., 2006; Maertz et al., 2007). Furthermore, when employees perceive organizational fairness, supervisor support, and a friendly work environment, they will perceive support and appreciation (Ahmed & Nawaz, 2015). Researchers have identified a range of positive effects of perceived organizational support including increased employee commitment to the organization, work engagement, and organizational citizenship behavior (Sun, 2019); reduce burnout and stress at work (Srivastava & Agrawal, 2020); employees' emotional well-being (Kurtessis et al., 2015). Additionally,

Kurtessis et al. (2015) also explained that employees with high Perceived Organizational Support feel responsible for contributing to the organization's goals and strategies.

Theory of Organizational Equilibrium - TOE

Organizational balance theory emphasizes the need to balance employee contributions to the organization and the organization's incentives for employees. Leaving an organization is a decision made after employees consider their perceived contribution to the organization against the organization's support for their lives (March & Simon, 1958). Organizational balance theory states that Desirable of movement and Easy of Movement are said to be the two main factors, determining the equilibrium state of an employee. These two key factors also determine employee satisfaction with the organization. In addition, the theory also confirms that the intention to leave an organization is mainly influenced by job satisfaction, which itself mainly depends on employees' compatibility with their jobs and relationships. their relationships at work and the fit of their work with their self-image (Holtom et al., 2008). Long et al. (2012) argue that perceived Desirable of Movement and Ease of Movement affect employees' intention to leave the organization. J. Park and Min (2020) found that employees seek employment opportunities outside the organization as a response to job dissatisfaction. Therefore, administrators need solutions to maintain a balance between employee contributions and organizational incentives to prevent employees' intention to leave the organization.

Intention to leave Theory – ILT

Leaving an organization is said to be a process by which an employee severs his or her relationship with the employer and voluntarily leaves the organization (L.Price, 1989). Olander and et al. (2015) believe that leaving an organization is a leakage of intellectual capital that the organization is employing. Trevor (2001) believes that employees' leaving the organization is expressed in three main manifestations such as intention to leave the organization, absenteeism and coming to work late. Kim and Leung (2007) consider the intention to leave an organization to be more important than the actual behavior of leaving the organization because the intention represents the individual's psychological state and is less influenced by external factors. Mamun and Hasan (2017) argue that an employee's intention to leave an organization is a situation in which the employee no longer wants to continue as a member of the organization. Kurniawaty et al (2019) define turnover intention as the tendency of employees to voluntarily leave their current organization. Rahman and Nas (2013) described intention to leave an organization as the process of thinking about leaving the current organization, the intention to search for a new organization, and the intention to leave the organization.

Dalton and Todor (1982) argue that organizations that invest in human resources can possess overall high-quality human resources, which can make organizations minimize the consequences of high-performing employees leaving. quit the organization. Williams et al. (1994), argue that organizational performance is not only affected by highly productive employees but also by the quality of the overall human resources in the organization. In addition, Pfeffer (2001) also argues that for organizations to be successful, they should invest in improving the overall quality of human resources instead of focusing only on retaining effective employees. Self-sponsored training is when employees attend courses at their own expense to increase personal human capital (Sauermaun, J. (2006); (Méndez, F., & Sepúlveda, F. 2015). Organizations always consider the importance of training invested by the

organization as a driving force to increase human capital and increase labor productivity for the organization. Therefore, the author proposes the hypothesis:

H1: Self-sponsored training has a positive impact on Human Capital.

According to human capital theory, trained employees with high human capital in the context of a highly competitive human resource market will have more opportunities to change jobs than less trained employees. Therefore, the more human capital increases, the more employees have the Desirable of movement to other organizations with better working conditions (Hulin et al., 1985; Gerhart, 1989). Employees with high human capital can move between organizations more easily than employees with low human capital because they receive more job offers from other organizations than employees with low human capital. low force (Gerhart, 1989). Therefore, the author proposes the hypothesis:

H2, H3: Human capital has a positive impact on Desirable of movement and Easy of movement.

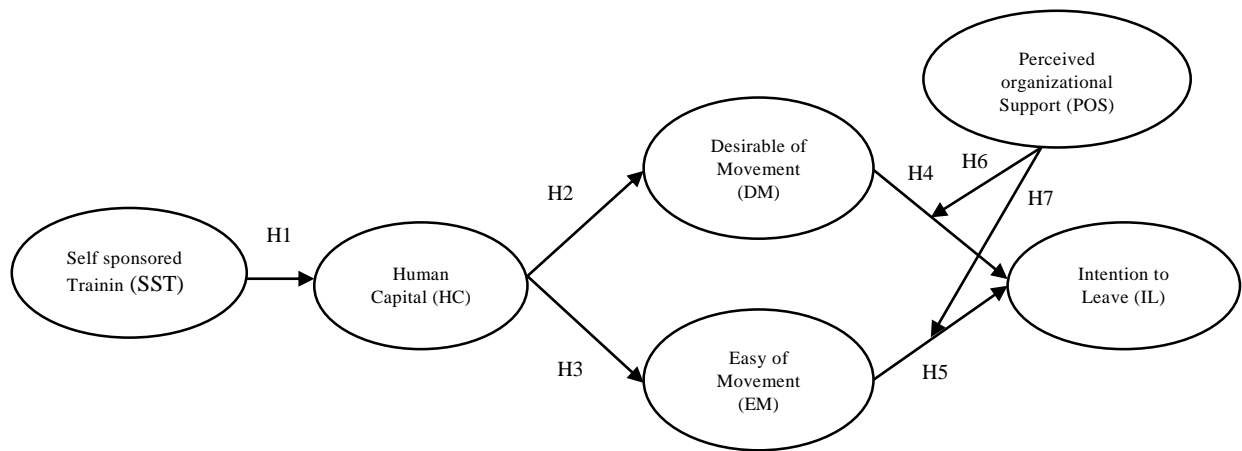
Long and et al. (2012) said that the perception of Desirable of movement and Easy of Movement affected employees' intention to leave the organization. Holtom and et al. (2008) believe that administrators need to have solutions to maintain a balance between employee contributions and organizational incentives to prevent employees' intention to leave the organization. Huang and et al. (2016) suggest that if employees are satisfied with their current job, or they see that there are few alternative employment options in the labor market, they will tend to move less. Therefore, the author proposes the hypothesis:

H4, H5: Desirable of movement and Easy of movement have a positive impact on Intention to leave the organization.

Researchers have identified a range of positive effects of perceived organizational support including increased employee commitment to the organization, work engagement, and demonstrated organizational citizenship behavior position (Sun, 2019); reduce burnout and stress at work (Srivastava & Agrawal, 2020); employees' emotional well-being (Kurtessis et al., 2015). Additionally, Kurtessis et al. (2015) also explained that employees with high Perceived organizational support feel responsible for contributing to the organization's goals and strategies and will therefore be less likely to demonstrate perceived organizational support behavioral predictors of employees' intention to leave the organization such as absenteeism, being late to work, and leaving the organization. Therefore, the author proposes the hypothesis:

H6, H7: The moderating role of perceived organizational support: When employees have perceived organizational support, their Desirable of movement and Easy of Movement will not increase their intention to leave the organization.

FIGURE 1. Research



Resource: Suggested by author

2.0 RESEARCH METHODS

The study sent survey data to 550 people in a direct form and sent it to the media to study employees' intention to leave the organization at (SMEs) in Dong Thap province, Vietnam. A total of 509 questionnaires with complete answer options were included in data analysis and processing. The research model in Figure 1 and the factors in Table 1 are inherited and refined from previous research with a multidimensional model related to the relationship between self-sponsored training and intention to leave the organization.

Research concepts and scales (Table 1) are inherited from previous studies related to this research line such as: Self-sponsored training (Booth & Bryan, 2002); Human capital (Vidotto et al., 2017); Desirable of movement (Priyashantha, 2011); Easy of movement (Weng and McElroy, 2012); Perceived organizational support (Eisenberger et al., 1986); Intention to leave (Rosin and Korabik, 1991). Hair et al (2017) suggest that PLS-SEM is recommended when the data do not follow a normal distribution, including when there are multicollinearity problems and when the model contains many intermediate relationships. PLS-SEM is also a non-parametric alternative to structural equation modeling based on covariance and ordinary least squares (OLS) regression.

TABLE 1: Scales for Measurement of Factors in the Research Model

Factor	Encoding	Statement	Source
Self sponsored Training (SST)	SST1	I have been taking a personal training course for the past three years	(Booth & Bryan, 2002)
	SST2	I seek personal training outside of my organization.	
	SST3	I pay for personal training courses outside of my organization.	
	SST4	I tend to seek training courses to improve my skills in general.	
	SST5	I want to improve my skills in my current job by taking part in personal training.	
Human Capital (HC)	HC1	I constantly try to do my best.	(Vidotto et al., 2017)
	HC2	I have leadership skills.	
	HC3	I try to evaluate my actions.	

Human Capital (HC)	HC4	I perform tasks with a lot of energy.	
	HC5	I try to learn from my co-worker.	
	HC6	My competence is at a suitable level.	
	HC7	I am having sufficient intelligent to work.	
	HC8	I have the experience for the development of the organizational activities.	
	HC9	I always perform the best of my ability to make my organization different in the industry.	
	HC10	I try to consistently generates new ideas.	
	HC11	I am satisfied with the organization.	
	HC12	I try to contribute to my organization.	
Desirable of Movement (DM)	DM1	I have planned to leave the company as soon as possible.	Priyashantha (2011)
	DM2	I often think of leaving this Company	
	DM3	I plan to stay in the company as long as possible.	
	DM4	I will be actively searching for a new job within the next 12 months.	
Easy of Movement (EM)	EM1	I feel that it will be easier for me to find another job that is much better than my current job.	(Weng & McElroy, 2012)
	EM2	I fell that I will easily find another job as good as my current job.	
	EM3	There are many growth opportunities outside of my organization.	
	EM4	If I leave this organization, I will have have many new jobs to choose from.	
Perceived organizational Support (POS)	POS1	I am willing to really push myself to reach challenging work goals.	(Eisenberger et al., 1986)
	POS2	I am prepared to fully devote myself to performing my job duties.	
	POS3	I get excited thinking about new ways to do my job more effectively.	
	POS4	I am enthusiastic about providing a high quality product or service.	
	POS5	I am always willing to “gothe extra mile” in order to do my job well.	
	POS6	Trying to constantly improve my job performance is very important to me.	
	POS7	My job is a source of personal pride.	
Intention to Leave (IL)	IL1	I am determined to be complete and and thorough in all my job duties.	(Rosin & Korabik, 1991)
	IL2	I am ready to put my heart and soul into my work.	
	IL3	At the present time, I would like to leave the organization if possible.	
	IL4	I intend to leave my organization in the next six months.	

Source: Author synthesizes previous studies

TABLE 2: Cronbach’s Alpha analysis and Overall Reliability

Nhân tố	Mã hoá	Hệ số tải các chỉ số	α	CR	AVE
	SST1	0.959	0.943	0.956	0.85

Self sponsored Training (SST)	SST2	0.935			
	SST3	0.964			
	SST4	0.979			
Human Capital (HC)	HC1	0.766	0.886	0.97	0.556
	HC10	0.724			
	HC12	0.755			
	HC2	0.760			
	HC3	0.748			
	HC4	0.742			
	HC5	0.731			
Desirable of Movement (DM)	DM1	0.857	0.880	0.925	0.755
	DM2	0.889			
	DM3	0.860			
	DM4	0.856			
Easy of Movement (EM)	EM1	0.921	0.938	0.907	0.852
	EM2	0.911			
	EM3	0.926			
	EM4	0.875			
Perceived organizational Support (POS)	POS1	0.798	0.904	0.949	0.649
	POS2	0.826			
	POS3	0.859			
	POS4	0.773			
	POS5	0.741			
	POS6	0.816			
Intention to Leave (IL)	IL1	0.873	0.876	0.926	0.856
	IL2	0.80			
	IL4	0.953			

TABLE 3: PLS- SEM Model Regression Results

Relationship	Beta coefficient	T Statistic	P values
DM -> IL	0.269	6.220	0.000
EM -> IL	0.262	5.295	0.000
HC -> DM	0.462	11.185	0.000
HC -> EM	0.403	9.397	0.000
POS -> IL	0.033	0.374	0.708
SST -> HC	0.388	9.119	0.000
POS x EM -> IL	-0.105	2.065	0.039
POS x DM -> IL	0.072	2.045	0.041

Source: Author's calculations (2024)

Self-sponsored training is when employees attend courses at their own expense to increase personal human capital (Sauermann, J. (2006); (Méndez, F., & Sepúlveda, F. 2015). The accepted hypothesis H1 shows that Self-sponsored training has a positive impact on human capital.

The hypothesis H2; H3 accepted suggests that trained employees with high human capital in the context of a highly competitive human capital market will have more opportunities to change jobs than employees with low human capital. Because employees with high human capital can move between organizations more easily than employees with low human capital because they receive more job offers from other organizations than employees with low human capital low human resources (Gerhart, 1989).

This result supports the argument of (Long et al., 2012) that perceived desirable of movement and easy of movement affect employees' intention to leave the organization. Holtom and et al. (2008) believe that managers need solutions to maintain a balance between employee contributions and organizational incentives to prevent employees' intention to leave the organization. Hypothesis H4; H5 is accepted showing that employees' desirable of movement and easy of movement will motivate them to have more intention to leave the organization, consistent with previous studies (Trevor, 2001); Huang et al., 2016).

Research results show that perceived organizational support moderates the relationship between desirable of movement and intention to leave the organization. If employees perceive organizational support, their desirable of movement will not increase their intention to leave the organization. Research results support the importance of retaining employees after self-funded training by implementing human resource approaches and strategies. Organizations need to make efforts to monitor post-training work at personal expense to prevent employees from leaving the organization. One of those methods is the organization's support for employees both material and spiritual aspects. Thus, training paid for by individuals will increase human capital and motivate employees to want to move, easily move and intend to leave the organization. When employees have high perceived organizational support, their desirable of movement will not increase their intention to leave the organization. The test results show that the importance of Perceived Organizational Support has been confirmed by previous studies (Harris et al., 2013; Kurtessis et al., 2015). Contrary to hypothesis H6, hypothesis H7 is rejected showing that Perceived organizational support does not have a moderating effect on the relationship between Easy of Movement and Intention to Leave the Organization, this shows that Perceived organizational support is not statistically significant on the relationship between Easy of Movement and Employees' Intention to Leave the Organization.

3.0 CONCLUSION

SEM-PLS regression results for data of 509 employees at (SMEs) in Dong Thap province show that self-funded personal training has a positive impact on Human Capital; Human capital positively affects Desirable of movement and Easy of Movement. Desirable of movement and Easy of Movement promote the intention to leave the organization of employees at (SMEs) in Dong Thap province. This study provides evidence for academic researchers as well as

administrators about the importance of enhancing human capital on employees' intention to leave the organization at (SMEs) in Dong Thap province, especially in the case of advanced human capital training paid for by individuals; The moderating role of perceived organizational support has a special role in creating cohesion to help loyal employees continue to work for the organization. From the results of this research, the author proposes some management implications as follows:

First, this study confirms the importance of self-funded training on employees' intention to leave the organization. Unlike before, when human resources were scarce, workers were less interested in receiving training to improve their human capital to increase competitiveness in the labor market. Today, both workers and business owners are interested in this issue to increase labor efficiency, help businesses reduce costs and increase competitiveness in the market.

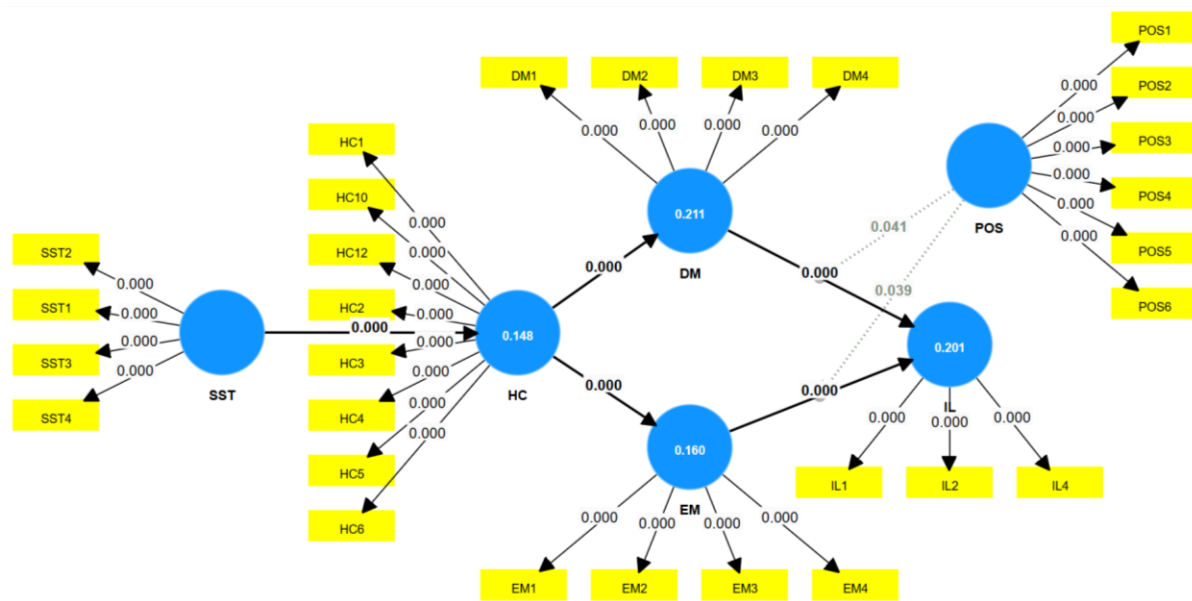
Second, when employees have high human capital, they will have more knowledge and experience and they become more "valuable" in the labor market, which will lead to the possibility that they will have a desirable of movement and easy of movement to other organizations. Therefore, administrators need to develop different human resource management methods to take full advantage of the benefits of self-sponsored training to limit the situation of employees leaving the organization. Different human resource management methods need to be carried out carefully and thoroughly, such as assigning and promoting employees with high human capital to appropriate positions, and rewarding employees who perform exceptionally well assigned tasks. Administrators can also develop the concept of a "continuous learning environment," including knowledge management systems, training programs for employees and managers. Administrators can encourage employees to study, apply what they have learned to their daily work, and share their knowledge with each other.

Third, the desirable of movement needs to be perceived by businesses from the perspective that an individual feels about his or her dissatisfaction with work at the workplace, the employee's contributions to the organization, and the employees' contributions to the organization. What they receive from the organization so that they can continue to remain members of the organization, it mainly comes from the employee's inner self, while Ease of movement is the employee's level of feeling. Regarding the ease of choosing attractive and available alternative jobs in the current human resource market, it has the impact of external environmental factors. Internal factors are always complex and changeable, so they often receive more attention from psychological researchers. In other words, between emotions and behavior, emotions are always difficult to predict more.

Fourth, business administrators cannot ignore the role of perceived organizational support in keeping employees loyal. Administrators need to be fair and objective in evaluating labor performance as well as paying them salaries, bonuses, and benefits. Administrators should propagate about improving personal human capital by learn and experience to be able to survive and contribute to the organization. The moderating role of Perceived organizational support has a strong impact on the relationship between Desirable of movement and Intention to leave the organization, which shows that organizations need to attach importance to the issue of Perceived support organization, investment in human capital can be effective. It can be said that employees' intention to leave the organization mainly comes from the desirable of

movement rather than the easy of movement. Although employees have high human capital and can easily move, when they perceive organizational support, the Desirable of movement does not increase the employee's intention to leave the organization.

Figure 2. PLS - SEM model regression results



REFERENCES

- Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: A literature survey approach. In *Journal of Management Development* (Vol. 34, Issue 7, pp. 867–880). <https://doi.org/10.1108/JMD-09-2013-0115>
- Ajisafe, O.E., Orifa, R.A., & Abosede, B. J. (2015). Influence of Human Capital Management on Organizational Performance. In *Journal of Resources Development and Management* (Vol. 14, pp. 8–14).
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). Allen2003. *Journal of Management*, 29(1), 99–118.
- Booth, A. L., & Bryan, M. L. (2002). Who Pays for General Training? New Evidence for British Men and Women. *IZA Discussion Paper*, 46, 1–40.
- Coyle-Shapiro, J. A.-M., Henderson, D. J., Wayne, S. J., & Dulac, T. (2008). Not All Responses to Breach are The Same: The Interconnection of Social Exchange and Psychological Contract Processes in Organizations. In *Academy of Management Journal* (Vol. 51, Issue 6, pp. 1079–1098).
- Dostie, B. (2020). Who benefits from firm-sponsored training? In *IZA World of Labor*. <https://doi.org/10.15185/izawol.145.v2>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceive Organisational Support. In *Journal of Applied Psychology* (Vol. 71, Issue 3, pp. 500–507).

- Freund, P. A., & Holling, H. (2011). Who wants to take an intelligence test? Personality and achievement motivation in the context of ability testing. *Personality and Individual Differences*, 50, 723–728.
- Gerhart, B. (1989). Voluntary turnover and alternative job opportunities. *Journal of Applied Psychology*, Forthcoming, 1–39.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463–488. [https://doi.org/10.1016/s0149-2063\(00\)00043-x](https://doi.org/10.1016/s0149-2063(00)00043-x)
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. saGe publications.
- Harris, K. J., Harvey, P., Harris, R. B., & Cast, M. (2013). An Investigation of Abusive Supervision, Vicarious Abusive Supervision, and Their Joint Impacts. *The Journal of Social Psychology*, 153(1), 38–50. <https://doi.org/10.1080/00224545.2012.703709>
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and Retention Research: A Glance at the Past, a Closer Review of the Present, and a Venture into the Future. *The Academy of Management Annals*, 2(1), 231–274.
- Huang, S., Chen, Z., Liu, H., & Zhou, L. (2016). Job satisfaction and turnover intention in China: the moderating effects of job alternatives and policy support. <https://doi.org/10.1108/CMS-12-2016-0263>
- Hulin, C. L., Rpznowski, M., & Hachiya, D. (1985). Alternative Opportunities and Withdrawal Decisions: Empirical and Theoretical Discrepancies and an Integration. *Psychological Bulletin* 1985, Vol. 97, No. 2, 233-250 Copyright, 97(2), 233–250.
- Khan, B. R. A. G., & Khan, F. A. (2011). Impact of Training and Development on Organizational Performance. *Global Journal of Management and Business Research*, 11(7), 64–68.
- Kim, T.-Y., & Leung, K. (2007). Forming and reacting to overall fairness: A cross-cultural comparison. *Organizational Behavior and Human Decision Processes*, 104, 83–95.
- Koslowsky, M., Sagie, A., Krausz, M., & Singer, A. D. (1997). Correlates of employee lateness: Some theoretical considerations. In *Journal of Applied Psychology* (Vol. 82, Issue 1, pp. 79–86). <https://doi.org/10.1037/0021-9010.82.1.79>
- Kucharčíková, A., & Miciak, M. (2018). Human Capital Management in Transport Enterprises with the Acceptance of Sustainable Development in the Slovak Republic. *Sustainability Article*, 10(2530), 1–18.
- Kurniawaty, K., Ramly, M., & Ramlawati. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. In *Management Science Letters* (Vol. 9, Issue 6, pp. 877–886). <https://doi.org/10.5267/j.msl.2019.3.001>

- Kurtessis, J. N., Eisenberger, Robert, Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2015). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. In *Journal of Management* (pp. 1–31).
- Kwon, K., & Deborah E.rupp. (2012). Hight-performer turnover and firm performance: The moderating role of human capital investment and firm reputation. *Journal of Organizational Behavior, J. Organiz. Behav.*, 1–22. doi: 10.1002/job.1804
- L.Price, J. (1989). The impact of Turnover on the Organization. *Work and Occupations*, 16(4), 461–473.
- Loi, R., Hang-yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79, 101–120. <https://doi.org/DOI:10.1348/096317905X39657>
- Long, C. S., Ajagbe, M. A., Nor, K. M., & Suleiman, E. S. (2012). The Approaches to Increase Employees' Loyalty: A Review on Employees' Turnover Models. *Australian Journal of Basic and Applied Sciences*, 6(10), 282–291.
- Maertz, J., Griffeth, Campbell, & Allen. (2007). The effects of POS and PSS on turnover. In *Journal of OB* (Vol. 17, Issue 2, pp. 1–20).
- Mamun, C. A. Al, & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15(1), 63–71. doi: 10.21511/ppm.15(1).2017.06
- Muneer, S., Iqbal, S. M. J., Khan, S. ur R., & Long, C. S. (2014). An Incorporated Structure of Perceived Organizational Support, Knowledge-Sharing Behavior, Organizational Trust and Organizational Commitment: A Strategic Knowledge Management Approach. *Pakistan Journal of Commerce and Social Sciences*, 8(1), 42–57.
- Nguyen, L. T., & Shao, Y. (2019). The Impact of Training on Turnover Intention: The Role of Growth Need Strength among Vietnamese Female Employees. *The South East Asian Journal of Management*, 13(1), 1–17.
- Noe, R. A. (1986). Trainees' Attributes and Attitudes: Neglected Influences on Training Effectiveness. *Academy Ot Management Review*, 11(4), 736–749.
- Olander, H., Hurmelinna-Laukkanen, P., & Heilmann, P. (2015). Human resources – strength and weakness in protection of intellectual capital. *Journal of Intellectual Capital*, 16(4), 742–762. DOI 10.1108/JIC-03-2015-0027
- Ormrod, R. P., & Henneberg, S. C. (2010). An investigation into the relationship between political activity levels and political market orientation. *European Journal of Marketing*, 44(3–4), 382–400.
- Osibanjo, A., Adeniji, A., Salau, O., Atolagbe, T., Osoko, A., Edewor, O., & Olowu, J. (2020). 23311975.2020.1794676.pdf. *Cogent Business & Management*, 1–16.

- Park, J., & Min, H. (Kelly). (2020). Turnover intention in the hospitality industry: A meta-analysis Jeongdo. *International Journal of Hospitality Management*, 90, 1–11. <https://doi.org/10.1016/j.ijhm.2020.102599>
- Priyashantha, K. G. (2011). The Impact of Job Satisfaction on Perceived Desirability of Leaving: A Study in Cable Manufacturing Organizations in Sri Lanka.
- Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: theory validation. *EJTD* 37,6 564 Received 29 May 2012 Revised 14 January 2013 Accepted 14 February 2013 Employee Development and Turnover Intention: Theory Validation Wali Rahman Department Of Management Sciences, National University Of Modern Languages, Islamabad, Pakistan, 37(6), 564–579.
- Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. 64(Printed in Great Britain 317), 317–330.
- Srivastava, S., & Agrawal, S. (2020). Resistance to change and turnover intention: a moderated mediation model of burnout and perceived organizational support. In *Journal of Organizational Change Management* (Vol. 33, Issue 7, pp. 1431–1447). <https://doi.org/10.1108/JOCM-02-2020-0063>
- Sun, L. (2019). Perceived Organizational Support: A Literature Review. In *International Journal of Human Resource Studies* (Vol. 9, Issue 3, p. 155). <https://doi.org/10.5296/ijhrs.v9i3.15102>
- Trevor, C. O. (2001). Interactions among actual Ease-of-Movement determinants and job satisfaction in the prediction of voluntary turnover. *Academy of Management Journal*, 44(4), 621–628.
- Victor Y. Haines, I., Jalette, P., & Larose, K. (2010). The Influence of Human Resource Management Practices on Employee Voluntary Turnover Rates in the Canadian Non Governmental Sector. *Industrial & Labor Relations Review*, 63(2), 228–246.
- Vidotto, J. D. F., Ferenhof, H. A., Selig, P. M., & Bastos, R. C. (2017). A human capital measurement scale. *Journal of Intellectual Capital*, 18(2), 1–25. <http://dx.doi.org/10.1108/JIC-08-2016-0085>
- Wei, Y.-C. (2015). Do employees high in general human capital tend to have higher turnover intention? The moderating role of high-performance HR practices and P-O fit. *Personnel Review*, 44(5), 739–756.
- Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80, 256–265.
- Zhang, Y. (2016). A Review of Employee Turnover Influence Factor and Countermeasure. In *Journal of Human Resource and Sustainability Studies* (Vol. 04, Issue 02, pp. 85–91). <https://doi.org/10.4236/jhrss.2016.42010>