Moderating Role Of Supervisor Support On The Relationship Between Conflict And Employee Turnover Intention

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Abstract

This study was conducted with aim to investigate the relationship between independent variable Conflict and dependent variable Employee turnover intention in the banking sector of southern areas of KP Province and how Supervisor support moderate this relation, the total population of the study was comprises on 1025 employees of Private and Public sectors banks in Dera Ismail Khan.

Total of 400 employees was selected as sample of the study and adapted questionnaires were distributed among them from which 371 questionnaire were considered for analysis and results shows the positive relationship between Independent variable (Conflict) and depended variable (Turnover intention) also the results shows that Supervisor support moderates the relation between these variables and reduce the employee intention to quit the present job due to conflict.

Keywords: Conflict, Turnover intention, Supervisor Support, Banking Sector.

Introduction

In today's competitive and fast changing world, every business must assess its processes in light of its rivals and the market in which it operates, and react to or act in advance of changes and difficulties.

This is something that every business must do due to the market's intense competition, environmental complexity, and high component dynamics.

Because of the ongoing pattern of employee harassment that results in either physical or emotional harm, workplace bullying has been the subject of most research over the past 10 years. The phenomena known as "the work environment hypothesis" is the stressful and unsettling work environment (Hauge, Skogstad, &Einarsen, 2007, Leymann, 1996).

Being Natural and Inevitable in situations where there are many people cooperating Conflicts will inevitably arise, but understanding the root causes will help you deal with employee disputes quickly and preserve a positive work atmosphere (Farooqi, 2013; Qureshi et al., 2014; Yildiz & Bumen, 2013).

According to research, managing conflict-related talks takes up 42 percent of a manager's overall time. (Hoffman & Watson 1996). Conflict and turnover intention are strongly correlated, according to the literature. (Jehn 1995; Medina, Munduate, Dorado, Martinez, and Guerra 2000) Additionally, (Tseng, 2009) makes an effort to look into the connection between dispute and resignation purpose.

According to May et al. (2004), relationships with coworkers and managers have a significant impact on how mentally healthy employees are

at work. He added that psychological safety, psychological availability, and psychological meaningfulness are all psychological conditions. The findings of his study revealed a positive association between psychological meaningfulness and employee engagement and an employee's interaction with coworkers and superiors. The factors that will rise as a result of this relationship and aid in boosting psychological significance include sense of community and friendship. Employee safety and care will increase as a result of receiving praise from coworkers and managers.

Since leadership serves as the employees' embodiment of the organization, leaders are believed to be capable and suitable agents of the organization. Katz and Kahn (1966) assert that having a relationship with the boss allows one to have a psychological connection with one's subordinates; for instance, the workplace may serve as the relationship's setting. The relationship with the supervisor also affects the distribution of projects, employee training, and prizes (Chen, Tsui, & Farh, 2002).

The relationship between an individual and their boss has a significant impact on how they perceive workplace safety.

The feeling of safety will be encouraged by the supervisor's support and a good working relationship, which will improve employee performance (Edmondson, 1999). (Deci et al., 1989).

The supervisor's fostering of a friendly workplace culture and his understanding of his subordinates' needs and feelings will produce positive feedback, improve the workers' abilities, and make it possible for them to address issues effectively.

An essential component of employee mood and work engagement at their job is support from the supervisor.

Excellent relationships among coworkers and between supervisors and employees

will support good psychological health and increase commitment to a job and compny.

Research Questions

• Is there any relationship between Conflict and Employee turnover intention?
• Does Supervisor support work as a moderater between the relationship between Conflict and employee turnover intention.

Research Objectives

• To investigate the relation between conflict and turnover intention.
• To investigate the moderating role of Supervisor support between Conflict and
    employee turnover intention.

Literature Review

Conflict:

Any civilization must deal with conflict on some level, hence it is nearly impossible for an institution to completely avoid it.
(1990; Woodland).

Conflict has existed from the dawn of civilisation. Since an organization is made up of both human and non-human resources, it is obvious that there can never be an organization without conflict. Each individual within an organization has their own set of thoughts, feelings, and priorities. As a result of this diversity, there can never be an organization without conflict.

Gamero et al., 2008, Martnez-Corts et al., 2011, McGrane et al., 2005; Suliman and Al-Shaikh, 2007, Curseu et al., 2009;).

The willingness of a single person or a group of employees to accept unanticipated change with an open mentality eventually causes enormous stress for organisations.

Conflict management and incidence should be taken into account at the same time, according to studies like those by Bailien, Neyens, De Witte, and De Cuyper (2009), Zapf & Gross (2001)Einarsen (1999), and Vartia (1996).

Since they are both the root causes of poor performance.Conflict always results from the mutual hostility and perceived differences between the two sides (Ahmed 2007).

Every project has different stakeholders who present challenges to the project manager due

to their conflicting requirements. Since each stakeholder has a unique interest and attitude toward the project, there will always be interface conflict as a result of these disparities in interests and attitudes (Awakul and Ogunlana, 2002).

Conflict between the project team and outside entities, which are not involved in the project, can be harmful to the success of the project (2011) Yu-Chin Liu.

Conflict is the term used to describe when there are conflicts or struggles among individuals over opposing objectives, means, or benefits. (1989; Borisoff and Victor).

Conflict is a conduct that acts as an impediment and prevents others from reaching their goal,claims Mullins (2010).

He added that conflict always develops as a result of competing behaviours among individuals, groups, or organizations, which are based on conflicting aims.

In addition to professional problems including workload, power, authority, ethics, and goal disparities, interpersonal problems between two people, such as misunderstandings, differences of opinion, and poor communication, can also lead to conflict.

Employee dissatisfaction is significantly impacted by conflict, which ultimately results in subpar work output.

It might grow excessive if not handled promptly.Whenever one side thinks the other is annoyed by, or about to frustrate, one or more of their anxieties, conflict between the parties arises at this time, which leads in suboptimal performance in the organisation (Pierce and Gardner, 2002).

Variances in personality, peer group, environment, and situational elements are all influenced by dynamic human attitudes, views, values, or wants, and these variations all ultimately lead to conflict 2005. (Thomas).

Competing goals, a lack of resources, diverse work styles, job dependency, and a reward system are just a few examples of the many core causes of conflict in a company.

(Adler, 2008). Conflict is the most important component of a person's existence. Although different people may have varied views on conflict, some may see it negatively and believe that it must be avoided at all costs in order for an organisation to function smoothly. On the other hand, some others see conflict as a positive situation that requires management and that presents an opportunity for personal growth, so they work to make the most of it.

When one considers these various perspectives on conflict, they can anticipate that their employment will be based on a constant state of conflict (1978; Nebgen).

Nearly all organizations have a workforce that is diverse in terms of culture, age, race, religion, functional specialisation, geographic origin, lifestyle, length of service with the company, or position, among other factors. These factors all contribute to disputes each person who possesses these traits collaborates with others in a group.

Turnover Intention

Additionally, it is to an organization's detriment when members want to leave a group when there is a lot of disagreement, especially if they are in charge of important roles like executive board members or chairing committees. Similar to this, the necessity for new hiring is evident when you evaluate the turnover rate of current employees, which is not good for an organization's long-term development.

Turnover intention refers to any employee of a company who voluntarily and consciously wants to leave his position (Tett and Meyer, 1993).

The assessment of a worker's likelihood to depart from or rejoin the company in the near future is known as turnover intention and is based on individual sentiments, preferences, or opinions. (Carmeli & Weisberg; 2006; Mobley, 1982a, 1982b). (Boniphase, Undated) in the Inter-Universities of Nigeria carried out a study in Africa to ascertain the connection between work-family conflicts, job satisfaction, and employee turnover intention.

The lecturers at the several universities in the state made up the study's population. The study's findings indicate that job satisfaction and work-family conflict have a substantial impact on an employee's intention to quit their job.

2004 (Oredein & Alao). According to Nicole's 2003 study, conflict between management and employees is the most prevalent issue. The disagreement has a detrimental impact on a wide range of areas, but its most significant effects are the rise in chronic weariness, the high rate of absence at work, and the intention of staff turnover. Employee turnover is one of the most challenging and ongoing issues in every organization. It alludes to acknowledging disengagement and being unemployed. Strengthening, 2009 taken from Hana and Lucie (2011). The likelihood of turnover is positively correlated with conflict, and the likelihood of turnover is directly proportional to the organization's overall poor functionality. As a result, organizations must work to prevent or at the very least minimise conflict in order to lower turnover and maintain the security of their valuable human capital and carry out their operations effectively. (2006) (Carmeli & Weisberg).

Another definition of employee turnover is a measurement of the number of workers who quit and then come back during a period of time, usually expressed as a percentage of the total workforce at the start of the period (Abbasi & Hollman, 2000; Adeniji, 2009).

The idea of employee turnover can be defined as the length of time that a firm's employees stay on the payroll and the number of employees that the organisation needs to hire again in

support of the goal of the current study.

Labor turnover is the term used to describe each time an employee leaves the staff of any business association for any reason and is later hired again. The organization may need to boost its budget for recruitment and training as a result of the higher turnover rates. Because the loss from turnover is irreversible, the corporation will need to acquire new personnel

and train them for their new roles. Increased turnover may also result in decreased work satisfaction and employee morale, which together would raise inefficiencies within the company. (2009) Johanson, Cho, and Guchait. Conflict and turnover intention are strongly correlated, according to the literature. (Jehn 1995; Medina, Munduate, Dorado, Martinez, and Guerra 2000) Additionally, (Tseng, 2009) makes an effort to look into the connection between dispute and resignation purpose.

Supervisor Support

Employee perspectives on constructive sustenance and the acknowledgement they received from their supervisors in conversation about their problems are outlined in the Distinguished Manager Provision (Khan etal., 2015; Maertz et al., 2007; Stinglhamber & Vandenberghe, 2003). Employees view their managers as representatives of the company (Baran et al., 2012). According to perceived management support, guiding provision is made to be more nearby to an association's employees (Eisenberger et al., 2002). It projects a few upbeat labour and worker products (Dysvik et al., 2014).

According to the administrative support hypothesis (Eisenberger et al., 1986), supervisor support (SVS) makes adjustments to employees' degrees of influencing obligation more manageable (Sadiya, 2015).

Manager support refers to how employees perceive their managers' esteem for their job and

concern for their well-being (Eisenberger et al. 1986; Kottke & Sharafinski, 1988).

Managers' responsibilities as commercial enterprise marketers include overseeing and assessing the output of their employees.

As a result, employees frequently believe incorrectly that what their boss says about them represents the company's view of them (Eisenberger et al., 1986; Levinson, 1965).

Additionally, the relationship between emotional commitment and management support is further strengthened since executives are clearly acknowledged as the employer's

representatives and because they routinely get supervisors' input on employee performance (Eisenberger et al., 2002).

Shriesheim and Stodgigill (1975) defined supervisor concern as a leadership style centred on promoting the welfare of subordinates.

They developed their concept and wrote it in the book of personnel psychology. Through incentive and activity pride, management leadership encourages employees to give

their all. It is assumed that workers would be more devoted than those who do not trust their superiors to be thoughtful leaders (Johnston, Parasuraman, Futrell, & Black,1990).

In support of the supervisory attention theory, three researchers—Decotiis and Summers (1977), Morris and Sherman (1981), and Zaccaro and Dobbins (1989)—discovered empirical data. Again, manager consideration refers to how much managers support, befriend, and show appreciation for their employees' suggestions and efforts.

Research Hypotheses

H1. Significant correlation exists between Conflict and Employee turnover intent..

H2. The association between Conflict and employee turnover intention is significantly moderated by Supervisor support.
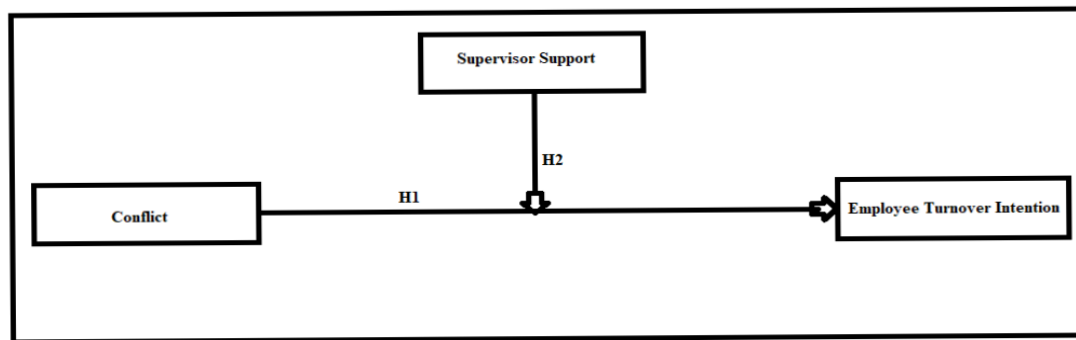
Conceptual framework of the Study

Methodology:

This study, which was quantitative in character, applied the positivist philosophy.

The current investigation was carried out in the Southern KP Province Private and Commercial Banks.1025 bankers who work in private and public banks in DIKhan and other Southern districts of KP Province make up the study population.

The simple random sample strategy was adopted in the current investigation. Other academics have also claimed that a sample size greater than 30 and fewer than 500 is equally suitable for multivariate research (Sekaran, 2013). The sample size for multivariate research should be 10 times larger than the number of variables in the study (Field, 2013). In consideration of these suggestions, it was intended for this research study to choose a

sample of 400 employees and conduct the questionnaire survey among them.

The data was primary in nature and was gathered using a customised questionnaire that has previously been used by other scholars in their research. Because information was acquired all at once over a period of days, weeks, and months to address the research objectives, this study was cross-sectional in nature. Using SPSS 25, the data was examined in order to test the study's hypotheses.

Measurements

Turnover intentions

The Boroff and Lewin (1997) four-item, two-item measure they used to gauge turnover intentions was found to be reliable (α =.80) in their study. The remaining two scale items were developed by the researcher after a thorough assessment of the literature and with the

assistance of questionnaire experts in the area of human resource management.

Supervisor Support

Supervisor support was measured by using four items instrument of Saks (2006). A sample include: "My supervisor cares about my opinions".

Conflict

Conflict was measured by using seven items instrument of Thompson et.al (2017). A sample includes: "My coworkers are supportive of my goals and values".

Analysis

Following the collecting of completed surveys, 400 questionnaires total were given to gather information from the respondents. The remaining 29 questionnaire were eliminated because they were incomplete or revealed respondents' lack of seriousness, and remaining 371 were deemed valid for analysis.

Reliability Statistics

We have used 3 different scales in this study naming Conflict, Turnover Intention and Supervisor support, reliability analysis shows the values .840, .735 and .657 respectively. On the basis of these results the researcher can conclude that the scale used by this study to measure the variables are reliable.

Correlation Analysis

Correlation Matrix

		Con	T.I	S.S
Con	r	1		
	p	.000		
T.1	r	.632**	1	
	p	.000	.000	
S.S	r	.567**	.593**	1
	p	.000	.000	.000

**Correlation is significant at .01 level (2-tailed)

The correlation matrix shows the relationship between dependent and independent variables

Regression Analysis

Turnover Intention is a dependent variable in this table where Conflict is an independent variable.

The findings indicate a favourable relationship between the factors. At a 95 percent confidence level, the conflict independent variable significantly correlates with the other two independent variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632[a]	.400	.398	.29234

a. Predictors: (Constant), AvgCon

The data's regression findings are shown in the table above.

The model's summary indicates that the independent or predictor variable Conflict will cause a 40% positive variation in the dependent variable Turnover Intention, as indicated by the model's R square value of .400.

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.983	1	20.983	245.530	.000ᵇ
	Residual	31.535	369	.085		
	Total	52.519	370			

a. Dependent Variable: AvgTI
b. Predictors: (Constant), AvgCon

The ANOVA data for the variables Conflict and Turnover Intention are explained in the above table.

Model fitness is explained by F values.

Because the standard value of F has not before been described, the high value of F and large value of p in this study explain the model fitness..

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.535	.061		8.790	.000
	AvgCon	.614	.039	.632	15.669	.000

This table displays the relationship between the study's independent variable Conflict and the dependent variable Turnover Intention.

One unit change in the predictor variable may result in a positive .614 unit change in the dependent variable, according to the model's unstandardized beta value of .614.

The relationship between Conflict and Turnover Intention is positive and significant, as indicated by the T-value of 15.669 and the p-value of less than .05.

Moderation Analysis

Product terms key:
Int_1   :   AvgCon   x   AvgSS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0105	7.6027	1.0000	367.0000	.0061

Focal predict: AvgCon   (X)
    Mod var: AvgSS   (W)

The above table shows the moderating role of Supervisor support between Conflict and Employee turnover intention.

The given table shows the moderating effect exist as p value is .0061 which is less than .05 i.e. Variable Supervisor Support significantly moderate the relationship between Independent variable Conflict and depended Variable Turnover intention.

Findings and Conclusion

The aim of this study was to findout the relationship between conflict and employee turnover intentions. The results indicate that whenever conflict occurs in an organisation, employees become uneasy and desire to leave. Study also examine supervisor support as a moderator between these two factors since it has thepotential to lower turnover rates in organisations even when conflict is present.

Future Research Directions

The current study was conducted in Banking sector future researcher may also conduct this study in any other industry, also this study was conducted in the Banking sector of DIKhan district future researcher can conduct this research in any other geographical context.

Lastly this study uses Turnover intention as a depended variable one may also use other variables like Absenteeism, Deviant Behavior, politicking etc. and also can use Coworker support as the moderator in the study.

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