

The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels



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ABSTRACT

This research focuses on the fact that when the employees see that their interests are protected and a favor is done for them, they display positive behaviors in return. Therefore, this study is based on Social Exchange Theory and the Norm of Reciprocity Theory and it tries to investigate the effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention. Data was collected from hotels in the Turkish cities of Antalya, Istanbul, and Mersin. The hypotheses are tested through multiple regression analyses. Drawing data from 400 valid questionnaires, this study argues that perceived organizational support has a significant positive effect on hotel employees' job embeddedness and has a significant negative effect on their turnover intention. This study also finds that although employee advocacy has a significant positive effect on hotel employees' job embeddedness, it does not have a significant effect on their turnover intention. On the basis of these findings, this study provides practical implications for hotel managers regarding employee advocacy and perceived organizational support.

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1. Introduction

As in all sectors (Anvari, JianFu, & Chermahini, 2013), high turnover rate is an important problem in the tourism and accommodation sector in which the most significant factor is human resources (Birdir, 2002; McGinley, Hanks, & Line, 2017). This problem has been revealed in recent studies that have been conducted to investigate the financial determinants of the employee turnover rate (Waldman, Kelly, Arora ve Smith, 2004; Tziner ve Birati, 1996; Simons ve Hinkin, 2001; Hinken and Tracey, 2000). Finding new employees for the organization and training them is costly for a business. For this reason, the turnover intentions of the employees should be addressed at early stages, and the effective human resources management is extremely important in this process (Hemdi and Nasurdin, 2006; Huselid, 1995).

According to Social Exchange Theory (SCT) (Blau, 1964) and Norm of Reciprocity Theory (NRT) (Gouldner, 1960), employees who perceive that their contribution is valued by the organization develop positive feeling towards their job and organization.

Therefore, determining and applying managerial practices that aim to increase employees' positive perceptions about organizational support can help employees develop positive feelings towards their organization. Gouldner (1960) argues that "people should help those who assist them" and "people should not harm those who help them" in the process of human interchange.

In this empirical research conducted in hotel management, two dependent variables (turnover intention and job embeddedness) and two independent variables (perceived organizational support and employee advocacy) were identified and the effect that the independent variables have on the dependent variables was determined. The first dependent variable of job embeddedness includes having a fit relationship with their job and the sacrifices that employees make for their job and society. Employees' feelings of sacrifice and a fit relationship towards their job and society increase their job embeddedness. Employees with high job embeddedness show an increase in their performance in the organization and in their job satisfaction. The second dependent variable is turnover intention which stands for employees' desire to leave the job and organization voluntarily or to terminate the contribution they make to the organization.

The independent variable of employee advocacy is a judgement of employees that the business represents and supports their own

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interests and this judgement is developed as a consequence of assessing the practice of their managers. When managers protect the interests of employees, the trust of employees towards their managers as well as the positive behaviors and feelings towards the organization increase. The second independent variable of perceived organizational support is related to a situation where employees think that their interests are being protected by organizational practices. This perception makes employees think that they are protected and favored.

The purpose of this study, which has been conducted in a hotel, is to examine the influences of the *employee advocacy* and the *perceived organizational support* on the *job embeddedness* and the *turnover intention*. For this reason, the hypothetical explanations of *employee advocacy*, *perceived organizational support*, *job embeddedness*, and *turnover intention* have been provided, according to SET and NRT. The hypotheses were then tested through multiple regression analyses, and finally the results of the study have been discussed and recommendations for hotel managers have been given. The study has practical implications for hotel managers who want to increase organizational productivity, since it handles topics that are only recently studied in behavioral sciences such as *job embeddedness* and *employee advocacy* and *perceived organizational support* and *turnover intention*.

2. Theoretical background

2.1. Employee advocacy

Employee advocacy (EA) expresses the state of *being a volunteer on acting in the name of the interests of the employees*, and shows the transparency of the employee policy of the organization (Yeh, 2014). *Employee advocacy* includes issues such as considering the employees' complaints, protecting employees from discriminatory employment practices, behaving to employees in a rightful manner (*promotion and transfer*), protecting employees from harassment; it is also related to the communication and representation of the worries and complaints of employees (Kim, 2009). The internal practices regarding communication and employees are reflected positively in the behaviors and the cooperation in many ways of the employees, and this increases the *employee advocacy perception* (O'Fallon, 2014). The relations between the organization and the employees are based on a win-win concept, and they increase the positive attitude of the employees with regard to their jobs and organizations (Shore & Tetrick, 1991; Yeh, 2014). The practices of the organizations that include *employee advocacy* are becoming widespread in organizations where the employees are perceived as valuable while their adoption is becoming difficult in organizations where the employees are considered as "worthless" (Rynes, 2004). The *job satisfaction* of the employees who believe that their interests are accepted as valuable as the interests of the company increases and their *turnover intention* decreases (Otaye & Wong, 2014).

The employees' evaluation of practices in organization within the scope of employee advocacy may encourage employees to contribute to organizational productivity which is also expressed as organizational citizenship behavior and therefore employee advocacy can be argued to have multiple aspects (Mathieu & Zajac, 1990; as cited in Fullerton, 2003). In addition, employee advocacy practices are prevalent in innovative organizations. When managers support their employees, this directly affects employee advocacy. Supported employees who perceive that their skills are trusted put more effort into completing their tasks and maintain their efforts for a longer period of time when they face impediments (Yeh, 2014).

2.2. Perceived organizational support

Perceived organizational support (POS) is the general belief that the organization cares for the contributions and welfare of its employees (Eisenberger, Huntingon, Hutchison, & Sowa, 1986). Employees have a clear sense of whether an organization affects them in a positive or a negative manner. Employees are influenced by the company's appreciation of their contributions to the organizations and when the company cares for their welfare (Narrated from Kottke & Sharafinski, 1988; by Eisenberger, Stinglhamber, & Vandenberghe, 2002). The perceived organizational support must satisfy especially certain needs of the employees such as *respect*, *adoption*, *emotional support*, and *being approved* (Armeli, Eisenberger, Fasolo, & Lynch, 1998). The employees' expectations of being cared for and being valued by their organizations increases the trust of the employees that these organizations will approve, reward and appreciate their attitudes and behaviors. The rewarding of the organization may be in the informal form of praise or counseling; or it may be in the more formal form of promotion or pay-rise (Wayne, Shore, & Liden, 1997). A perception of increased support from the organization will cover the employee's needs for approval, respect and social identity, it will produce high performance expectations, and it will make the employee feel that extra role behaviors, success for the organization, being appreciated by the organization, and being rewarded are all supported (Eisenberger, Cummings, Armeli, & Lynch, 1997).

Employees who have high perceptions of organizational support will have more positive feelings about their organizations (e.g. *increasing job satisfaction*, *positive spiritual status*, and *decreasing stress*) and will contribute to their organizations more (*increasing perceived organizational support* and *performance*) (Eder & Eisenberger, 2008). If the organization does not care adequately for the contributions of the employees, the organizational support perceptions of the employees will decrease; and, depending on this, the gratitude/responsibility they feel for their organizations will decrease (Eisenberger et al., 1997). In addition, the feeling of obligation created by high perceived organization support makes employees feel commitment towards organizations (Wayne et al., 1997). High perceived organizational support will meet the needs of approval, respect and social identity; it will also create high performance expectancy and ensure extra role behavior, achieving for organization, feelings of appreciation and expectations of reward (Eisenberger et al., 1997).

2.3. Job embeddedness

Job embeddedness (JE) signifies the general factors that affect employees' decision to keep their post (Holtom, Mitchell, & Lee, 2006) and it is particularly related to why employees want to continue their jobs (Karatepe, 2012). It also focuses on factors that connect individuals with their job, organization and society (Wilson, 2010). By and large, the concept is about connecting employees with other people and society, making them adapt to the organization and the wider environment, and about the sacrifices that they have to make after leaving the organization (Mallol, Holtom, & Lee, 2007).

If an employee expects many personal losses for leaving his/her job, the *Job embeddedness* of this employee is high, and this situation ensures that s/he is more devoted has a better work performance, and it is more difficult for him/her to leave the job (Bitmiş, Rodopman, Üner, & Sökmen, 2015). The concept of *job embeddedness* has three important dimensions, which are *fit*, *link* and *sacrifice*. These three dimensions are examined under two separate sub-dimensions, which are *organizational dimension* and *social dimension* (Holtom & O'Neill, 2004). While *job embeddedness* is related to

whether the individual is devoted to his/her job, *social embeddedness* is related to whether the individual stays devoted to his/her society (Crossley, Bennett, Jex, & Burnfield, 2007). The influence of these six dimensions may change according to factors such as *the job or the changing conditions, the age of the employee or the size of the organization* (Holtom & O'Neill, 2004). The relations among the employees who have high *job embeddedness* are positive and fit, and these employees have a better understanding about what they will lose when they leave their jobs (Karatepe & Shahriari, 2014).

2.4. Turnover intention

The *employee turnover rate* is higher in the tourism and hotel sector than in the other sectors (Davidson, Timo, & Wang, 2009; McGinley et al., 2017), and this is considered as the most problematic management issue (Kim, 2014). If the employees who have high performance levels and who are qualified leave their jobs, then this is extremely costly and disruptive for the organization. Losing employees who have high performance will hinder the team work of the organization and will incur extra costs in the form of personnel renewal and training. The *turnover intention* is the most important aspect of *turnover behavior* (Tett & Meyer, 1993). For this reason, the factors that influence *turnover* should be determined and eliminated at the early stages. These factors may be controllable factors such as *low job satisfaction, low organizational devotion, high job stress, internal labor force market, and organizational justice*, or they may be uncontrollable factors such as *negative subjective forms, job hopping, and external labor force market* (Pang, Kucukusta, & Chan, 2015).

Termination of employment can be either voluntary or involuntary. Involuntary termination of employment usually happens on the occasions of firing, being redundant or death of employee whereas the voluntary termination of employment is up to the individual's own will. Studies usually look into employees' voluntary turnover intention of (Price, 1997). There are several studies that examine the negative aspects of voluntary end of employment; however, replacing the employee who left a job either voluntarily or involuntarily with a more qualified person can increase the performance of an organization. Therefore, the existence of high/low qualified employee candidates in the labor market is an important factor determining whether having employees who leave their posts is in favor of the organization or not. Yet, high employee turnover rate has become a chronic problem in tourism sector. The turnover intention rate in tourism sector in the UK was 67.6% in 2015 whereas the turnover rate among hotel managers in Australia was 39%. Similarly, although the employee turnover rate in Taiwan is 33%, more than 50% of the employees leave the job in their first year. Wayne et al. (1997) argue that employees' voluntary continuation of work can increase depending on positive organizational support perceptions, leader-member exchange (LME), and social change.

3. Hypothesis development

It is possible to explain the influence of the perceived *organizational support* on the *job embeddedness* and *turnover intention* of the employees with Social Exchange Theory (SET) and Reciprocity Norm Theory (RNT). SET and RNT are established on the basis that both the employers and the employees may be devoted to each other in an emotional manner (Burke, 2003). SET is based on the notion that people help each other even if they do not have to; and in return, help is expected from other people in the future (Blau, 1964). In this context, employees who have high *organizational support perceptions* will have positive behaviors regarding their organizations (Cropanzano & Mitchell, 2005). According to RNT,

people feel responsibility towards the people who help them and respond accordingly (Gouldner, 1960). Therefore, the perceived organizational support is related to the socio-emotional needs of the employees; and this means that there is an expectation that the employees' performances will be rewarded by the organization (Burke, 2003).

According to the Social Exchange Theory and Reciprocity Norm Theory, if employees perceive that the organization addresses their needs then the turnover intention decreases, and their positive emotions for their jobs and for their organizations increase. In addition, studies show that the concept "*being embedded in work*", which is related to why employees stay in their organizations, is also related to the *turnover intention* of the employees (Akgündüz & Cin, 2015; Takawira, Coetzee, & Schreuder, 2014; Akgündüz & Şanlı, 2015). In empirical studies, it has been found that there are significant relations between the perceived *organizational support* and the *turnover intention* (Dawley, Houghton, & Bucklew, 2010; Pattie, Benson, & Baruch, 2006). Accordingly, employees with high organizational support perception have higher positive attitudes towards their job and as a result their turnover intentions decrease. In accordance with the results of these studies, it is expected in this research that the organizational support perceptions of the hotel employees have a negative effect on turnover intentions. In addition, it has been argued that *job embeddedness* (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004) and *organizational support* (Afsar & Badir, 2016; Moorman, Blakely, & Niehoff, 1998) increase the *organizational citizenship behavior of the employees*. On the basis of SET and RNT and the empirical studies conducted so far, the following hypotheses have been developed.

Hypothesis 1. The perceived *organizational support* is positively related to *job embeddedness*.

Hypothesis 2. The perceived *organizational support* is negatively related to *turnover intention*.

It is also possible to explain the relation between the job embeddedness and turnover intention and employee advocacy with SET and RNT. When companies invest on the happiness of the employees, then the latter will generally have the inclination of showing positive behaviors towards their organizations. In this context, it is expected that the negative considerations and turnover intentions of employees will decrease when employees have high level of employee advocacy.

In the literature there are not many studies looking into the concepts of employee advocacy and job embeddedness. The empirical studies conducted so far show that there is a significant relationship between *employee advocacy* and the *turnover intention* (Akgündüz & Şanlı, 2016; Yeh, 2014); *job embeddedness* and the *turnover intention* (Akgündüz & Şanlı, 2015); and *employee advocacy* and *job embeddedness* (Şanlı & Akgündüz, 2016). In addition, it has been found that *employee advocacy* (Yeh, 2014) and *job embeddedness* (Crossley et al., 2007) decrease the *turnover intention*. Accordingly, high employee advocacy leads to high job embeddedness and to lower turnover intention. Likewise, in this research it is expected that the employee advocacy perceptions of hotel employees affect the job embeddedness positively whereas the same perceptions have a negative effect on turnover intentions. Depending on the SET and RNT and on the basis of the studies conducted so far, the following hypotheses have been developed for this study (see Fig. 1).

Hypothesis 3. *Employee advocacy* is positively related to *job embeddedness*.

Hypothesis 4. *Employee advocacy* is negatively related to *turnover intention*.

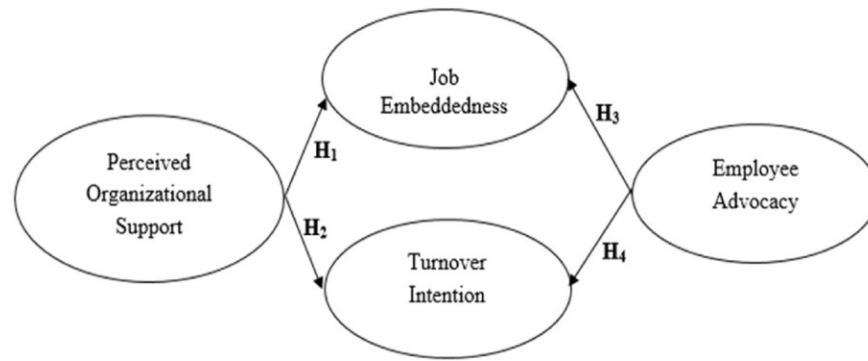


Fig. 1. The conceptual model of the study.

4. Methods

4.1. Sample and procedures

The data for this research was collected from employees working at various hotels with Operation and Investment Certificates in Turkey. According to the data received from the Ministry of Culture and Tourism of Turkey, there were 530,102 rooms and 1,116,872 beds in the hotels with Operation and Investment Certificates in 2014. Based on the assumption of 0.60 employees per bed, the population of the study was determined as nearly 670,123 employees. The population was accepted as an infinite population, and the sampling size was determined as 384 employees (Hair, Black, Babin, & Anderson, 2010).

Since we wanted every employee to have the chance to participate in the study the simple sampling method, which is one of the sampling methods that is not based on probability, was preferred. The necessary permissions were received from the hotel managers, and 400 valid questionnaires were collected by the authors of the study with the face-to-face method in the June–November 2015 period. The questionnaires were collected from the three Turkish cities of Antalya, Istanbul, and Mersin city.

A descriptive analysis of the employee demographic information shows that most of the respondents were from the departments of food & beverage (46,7%). The average age of respondents was 26 years old. Females accounted for 27,3% while male accounted for 70,8%. Most of employees have obtained professional or high school education (59,7%), while 20% of the employees had bachelor degrees and only 4,4% of them had master degrees. Most of the employees are single (75,5%). When the structural characteristics of tourism sector are considered, that is long working hours, challenging work conditions, problems experienced in taking leave, and shift work, it is difficult for workers to start a family. In addition, the fact that women are the primary caregivers in Turkish society leads to an overwhelming number of single and male employees in hotel management. These demographic characteristics are in parallel with the results from other research (Pelit & Öztürk, 2010; Yirik, Ören, & Ekici, 2014).

4.2. Measures

Multiple-item scales were obtained from past empirical studies to operationalize the study constructs. Employee advocacy was measured using six items from Yeh (2014). Job embeddedness was measured using the global measure of job embeddedness developed by Crossley et al. (2007). Three items from Wayne et al. (1997) were used to measure turnover intention. Perceived organizational support was measured using items from Eisenberger et al. (1986).

All the scales were rated on five-point scales, ranging from 5 (strongly agree) to 1 (strongly disagree).

4.3. Data analysis

In the first stage of the data analysis an exploratory factor analysis (EFA) was conducted to identify the factor structure for measuring the factor. For this purpose, the principal component method of factor analysis was carried out with Eigenvalues greater than one through varimax rotation, and the results obtained through rotated component matrix are presented in Tables 1 and 2. All of the analyses (validity, reliability, description, correlation, and regression) were made at IBM SPSS Statistics 23.

In the first factor analysis 6 items in the Employee Advocacy Scale are grouped under one category. In the analysis, KMP, Bartlett's Test of Sphericity, factor average, and variance explained are determined 0,873, 1314,438, 3,1762, and 64% respectively. The six items in the factor analysis comply with the original scales, and the factor load ranges between 0,863 and 0,663.

Explanatory factor analysis is also conducted to determine the factor structure of perceived organizational support scale as presented in Table 1. The analysis shows that KMO value is 92,8%, Bartlett's Test of Sphericity is 2038,935 and $p < 0,01$. The 8 items in the scale explain 64,755% of the variance in one dimension, and the factor load of item ranges between 0,866 and 0,74 8.

Regarding the factor structure of job embeddedness, the explanatory factor analysis is presented in the first part of Table 2. In the factor analysis KMO value is determined as 85,3%, Bartlett's Test of Sphericity is found as 1445,491 and $p < 0,01$. The seven items in the scale explain a total variance of 57,6% in a single dimension, and the factor loads of items range between 0,877 and 0,582.

In the last factor analysis the factor structure of the turnover intention scale has been determined. As in the original scale, KMO value is set as 73,6%, Bartlett's Test of Sphericity value is determined as 1314,438 and $p < 0,01$. Three items in the scale explain 64,755% of the variance, and the factor loads of these items are between 0,918 and 0,882.

After the construct validity of scales, the reliability is determined through Cronbach's Alpha values. The reliabilities of the scales of Employee Advocacy, Perceived Organizational Support, Job Embeddedness, and Turnover Intention are 0,88, 0,92 0,88, and 0,88 respectively (Tables 1 and 2). These results are acceptable with regard to reliability (Hair et al., 2010).

Table 3 reports the means, standard deviations, and correlations of the variables. The average values of all research variables are between 2,7456 and 3,176, with standard deviations between 0,99 and 1,22. Employee advocacy has the highest average score, while turnover intention has the lowest. In addition, as expected,

Table 1
The results of factor analysis related to EA and POS.

Analysis	Scales/items	Factor loadings	Mean	Eigenvalue	AVE	Alpha
1. Factor Analysis	Employee Advocacy (EA)		3,1762	3863	64,390	0,88
	The hotel attempts to represent the employees' best interests.	0,863				
	The hotel provides its employees with tools to help them solve their problems.	0,849				
	The hotel attempts to improve employee satisfaction.	0,811				
	The hotel provides information that enables employees to choose between different options.	0,808				
	The hotel enables employees to share information about their experiences when using various products and services.	0,805				
2. Factor Analysis	Perceived Organizational Support (POS)	0,663	3,2373	5180	64,755	0,92
	The organization really cares about my well-being.	0,866				
	Help is available from the organization when I have a problem.	0,845				
	The organization strongly considers my goals and values	0,823				
	The organization is willing to help me when I need a special favor.	0,808				
	If given the opportunity, the organization would take advantage of me.	0,799				
	The organization tries to make my job as interesting as possible	0,792				
	The organization takes pride in my accomplishments at work.	0,748				
	The organization values my contribution to its well-being.	0,748				

Table 2
The results of factor analysis related to JE and TI.

		Factor loadings	Mean	Eigenvalue	AVE	Alpha
3. Factor Analysis	Job Embeddedness (JE)			4034	57,627	0,88
	I feel attached to this organization.	0,877				
	It would be difficult for me to leave this organization.	0,854				
	I'm too caught up in this organization to leave.	0,831				
	I feel tied to this organization.	0,765				
	I simply could not leave the organization that I work for.	0,751				
4. Factor Analysis	Turnover Intention (TI)		2,7456	2426	80,881	0,88
	I often think of quitting my job.	0,918				
	As soon as I can find a better job, I will leave.	0,898				
	I am seriously thinking of quitting my job.	0,882				

Table 3
Means, standard deviations, and correlations.

Variables	Mean	s.d.	1	2	3	4
1. Employee Advocacy	3176	0,99	(0,88)			
2. Perceived Organizational Support	3,1123	1,11	0,782**	(0,92)		
3. Job Embeddedness	2,9689	1,07	0,626**	0,728**	(0,88)	
4. Turnover Intention	2,7456	1,22	-0,376**	-0,432**	-0,510	(0,88)

Note: Scale reliabilities are provided along the diagonal in parentheses. **P < 0.01.

employee advocacy correlates positively with job embeddedness ($r = 0,626$ $p < 0,01$) and negatively with turnover intention ($r = -0,376$ $p < 0,76$); the perceived organizational support correlates positively with job embeddedness ($r = 0,728$ $p < 0,01$) and negatively with turnover intention ($r = -0,510$ $p < 0,01$).

Table 3 shows that the correlation values of variables change between -0,43 and 0,78. Concerning the discriminant validity, the parity among the structures should be below 0,80 (Çakır & Çakır, 2008). Therefore, it can be argued that the scales also have discriminant validity.

4.4. Hypotheses test

The effect of perceived organizational support and employee advocacy on job embeddedness was tested through conducting multiple regression (Table 4). The results suggest that perceived organizational support ($\beta = 0,559$ $p < 0,05$) and employee advocacy ($\beta = 0,233$ $p < 0,05$) have a significant positive effect on job

embeddedness. The results supported also H1 and H2. The independent variables (perceived organizational support and employee advocacy) can explain 46,9% of variations in dependent variable (job embeddedness). In mathematical terms the equation can be written (while constant was 0,639) as follows:

$$Y (\text{Job Embeddedness}) = 0,639 + 0,559 (\text{Perceived Organizational Support}) + 0,233 (\text{Employee Advocacy})$$

The effect of perceived organizational support and employee advocacy on turnover intention were tested conducting multiple regression (Table 5). The results suggest that although perceived organizational support ($\beta = -0,445$ $p < 0,05$) has a significant negative effect on turnover intention, employee advocacy ($\beta = -0,119$ $p > 0,05$) does not have any significant effect on turnover intention. Therefore, H3 is supported but H4 is not supported. The independent variables (perceived organizational support and employee advocacy) can explain 18,6% of variations in the

Table 4
Multiple regression analysis.

Factor	Unstandardized coefficient beta	SE	Unstandardized coefficient beta	t-value	P
Constant	0,639	0,145		4411	0,001
Perceived Organizational Support	0,559*	0,065	0,505	8344	0,001
Employee Advocacy	0,233*	0,067	0,216	3573	0,001

R = 0,687 R² = 0,472 ΔR² = 0,469 F = 164,183 Sig = 0.001.

Note: *p < 0.05, job embeddedness is the dependent variable.

Table 5
Multiple regression analysis.

Factor	Unstandardized coefficient beta	SE	Unstandardized coefficient beta	t-value	P
Constant	4510	0,194		23,272	0,001
Perceived Organizational Support	-0,445*	0,091	-0,159	-4912	0,001
Employee Advocacy	-0,119	0,088	-0,253	-1346	0,179

R = 0,436 R² = 0,191 ΔR² = 0,186 F = 46,719 Sig = 0.001.

Note: *p < 0,05, turnover intention is the dependent variable.

dependent variable (turnover intention). In mathematical terms, the equation can be written (while constant was 4510) as follows:

$$Y (\text{Turnover Intention}) = 4510 + [(-0,445) (\text{Perceived Organizational Support})]$$

5. Discussion

SET and NRT argue that when employees perceive that a favor is being offered to them by employers/institutions, then the employees will not harm these institutions and will display positive attitudes towards them. This study is designed within the framework of SET and NRT and it tries to investigate the effects of *employee advocacy* and *perceived organizational support* on *job embeddedness* and *turnover intention*.

First, it was predicted that perceived organizational support would have a positive effect on job embeddedness. This hypothesis is supported. The findings show that employees who perceive that their organization supports them have higher levels of job embeddedness and have positive attitudes towards their job. Second, it was expected that employee advocacy would have a positive effect on job embeddedness. This hypothesis is also supported. This finding supports the argument that employees who perceive that employers value their interests have positive attitudes towards their organization.

The third hypothesis predicted that perceived organizational support would have a significant negative effect on turnover intention. The findings show that when the hotel employees understand that they are being supported then the turnover intention decreases. The results reported in this study regarding the *perceived organizational support* appear to be a potential solution to decrease voluntary turnover intentions of employees.

The last hypothesis predicted that employee advocacy would have a significant negative effect on turnover intention. The findings did not support this prediction. This result shows that turnover intentions of employees are not affected by managers' attempts and attitudes of protecting the interests of employees.

5.1. Theoretical contribution

Social Exchange Theory and Norm of Reciprocity Theory proposed by Gouldner (1960) and Blau (1964) argue that people return the favor rather than give harm when a favor is offered to them.

This argument is tested in this research. Results show that perceived organizational support increases the job embeddedness of the employees and decreases the turnover intentions. This research supports the work of Chiang and Hsieh (2012) and Tsai, Horng, Liu, and Hu (2015) who suggest that employees who perceive that they are valued and their rights are protected display better attitudes towards their organizations in order to return the favor.

Employees' job embeddedness results in a number of benefits, such as increase in job satisfaction, customer satisfaction, and decrease in turnover intention (Afsar & Badir, 2016; Burton, 2014; Tanova & Holtom, 2008). The results reported in this study show that *perceived organizational support* appears to be the potential solution. This is consistent with other empirical studies which report that *organizational support perception* increases *job embeddedness* as well as with RNT. This result shows that the *job embeddedness* of the employees who perceive that their needs are supported and their contributions are considered as important by the organization increases at a significant level.

In this research it was found out that when employees perceive that there are employee advocacy practices then their job embeddedness increases. This finding points out that when employees see that their interests are protected, that information is shared freely, and that management tries to increase their satisfaction then their job embeddedness increases.

In addition, a negative correlation is found between job embeddedness and turnover intention in this research. This finding supports the work of Crossley et al. (2007) and Karatepe and Shahriari (2014) who argue that employees' termination of employment may bring financial and non-material costs to them and damage their fit relationships with the organization and society.

This research also showed that employee advocacy does not affect the voluntary turnover intention of employees. According to this finding, employees' desire to continue to work in the organization is not affected by the choice of hotel management to use employment advocacy.

5.2. Managerial implications

Based on the results of this study, there are two important implications for business practice that could be useful from a managerial perspective. First, the managers of the hotels should make sure that there is an organizational climate where employees may express their opinions in a comfortable manner; and may feel that

their contributions are appreciated by the organization and their personal interests are cared for. Second, hotel employees have interactions with customers and cope with a number of customer requests and complaints. For this reason, employee candidates whose skills and attitudes are consistent with the future plans, purposes, and values of the organization should be included in the supply process of the organization and placed in the departments where employees work face-to-face with the customers. Since the *job embeddedness* of the employees who feel closer with the organizational purposes and values will be higher, their voluntary turnover intention will be lower. In addition, hotel managers can increase the *job embeddedness* of their employees by creating opportunities through which employees can improve themselves, by making employees use their skills in an efficient manner, by helping their career planning, and by applying team work in the organization.

Third, hotel managers should provide comfortable working conditions for their employees, act in a rightful manner, ensure that employees are included in the organizational decision processes that are directly related to workers, and finally take into account the complaints and suggestions of the employees, thus making them feel that they are supported by their organizations. In this way hotel managers will increase the *job embeddedness* of their employees; and therefore, the *voluntary turnover intention* will decrease.

5.3. Limitations and future studies

There are several limitations in this study which also pave the way for future research. First, the sample includes only hotels from three cities in Turkey and this may weaken the generalizability of the research findings. Another limitation is the sampling method. The simple sampling method, which is one of the non-random sampling methods, has been used in this study. The desire of the authors to include every employee in the sampling has been influential in this preference.

An additional limitation of this study is that it examined the organizational support and employee advocacy only from the perspective of employees. Future research could aim to identify the behaviors of hotel managers towards their employees so that the employee perceptions and manager behaviors are matched. The data collection period could also be extended over a longer period of time as organizational support and employee advocacy are not daily activities.

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