Impact of Supportive Work Environment on Employees Intention to Stay in Hotels

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Abstract
This study aims to investigate the impact of predictors of the supportive work environment (organizational support, supervisor support, and job satisfaction) on employees' intention to stay in their current jobs. The current study depended on one data collection (questionnaire forms). Data were collected from 20 five-star hotels in Greater Cairo in Egypt. A total of 363 questionnaires were valid for the final data analysis. Statistical Packages for Social Sciences (SPSS) software program was used to test the study hypotheses. The findings of the study show that supervisor support has a positive and significant relationship with employees' intention to stay in their current jobs. The results of the study also reveal job satisfaction has a positive and significant relationship with employees' intention to stay in their current jobs. However, there is no significant relationship found between organizational support and employees' intention to stay in their current jobs. The study proves that job satisfaction has the strongest impact on employees' intention to stay in their current jobs. The findings highlight several implications for hotel management and cover a gap in previous research studies by investigating the supportive work environment in Egyptian hotels.

Keywords: Organizational support, supervisor support, job satisfaction, intention to stay, hotels.

Introduction
Attracting and retaining unique individuals with desired traits and talents is critical to an organization's success and dominance in its industry. (Nasyira et al., 2014; El-Banan, 2017; Aman-Ullah et al, 2020; Frimayasa, 2021). Therefore, hotel organizations strive to retain distinguished employees in the work environment (Deery, 2008; Krishnan et al., 2016). In addition, organizations that retain and keep the best employees will be able to compete with other organizations and enhance their productivity and profitability (Moncarz et al., 2009; Utami, 2018; Naz et al, 2020). Halter et al. (2017) and Newman et al. (2020) agreed that the management needs to provide and keep a supportive work environment for employees to improve their decision to stay in the organization. Furthermore, the work environment has a positive and significant effect on employee intention to stay (Bahron & Kalidass, 2015; Astuti et al., 2020). Additionally, a good work environment creates a long-term relationship between employees and the organization (Kumar & Govindarajo, 2014; Musina et al., 2021). According to Iqbal et al. (2020) and Asghar et al. (2021), the work environment is defined as a situation or location that gives employees the comfort and safety, they need to perform their jobs properly, which can later decide the organization's success.

The supportive work environment is one of the most essential aspects in enhancing employees' intention to stay with their jobs (Bhatti et al., 2016; Suyoto & Murtiharso, 2019;
Utami et al., 2021). A supportive work environment includes a combination of factors such as organizational support, supervisor support, work pressure, employee participation in decision-making, managerial control, teamwork spirit, task orientation, independence, a comfortable work environment, creativity and innovation, and clearness. (Alkhateri et al., 2018; Naz et al., 2020; Saputra & Riana, 2021). The predictors of a supportive work environment (supervisor support, organizational support, and job satisfaction) are the main backbone for the hotel industry to reduce the turnover intention among their employees and encourage their employees to stay within their current jobs (Coetzee et al., 2017; Huang et al., 2017; Mohsin et al, 2021). Then, the previous studies revealed that supportive work environment factors increase employee engagement and intention to stay (Alias et al., 2017; Utami et al., 2018; Yusliza et al., 2021), job satisfaction, and workers' feelings of support and encouragement (Alias et al., 2017; Prakosa, 2019; Yusliza et al., 2021). Although many studies were conducted on the impact of a supportive work environment on employees' intention to leave, there is a lack of studies focused on the impact of the supportive work environment (organizational support, supervisor support, and job satisfaction) on employees' intentions to stay, particularly in the hospitality industry (Bahron & Kalidass, 2015; Yusliza et al., 2020).

The intention to stay is defined as the employees' intention to remain in their current job for as long as possible and their desire to work in the organization for the rest of their careers. (Ferreira et al., 2012; Zhang, 2012; Odai et al., 2021). Intention to stay is also explained as a process where employees are inspired and motivated to stay in the organization for a long time (Cai et al., 2019; Andari et al., 2021). In the workplace, several factors influence employee intention to stay; one of them is the working environment (Luz et al., 2018; Herman & Didni, 2020). Besides, the employee's intent to stay and intent to leave have an impact on the organization's performance. Thus, if an employee intent to leave, the organization will lose him, but if an employee intends to stay, this means that the organization invests in employees' intention to stay for a long time (EL-Banan, 2017; Alkhateri, 2018; Bentley et al., 2021). In addition, organizations that aim to adopt effective strategies to retain the best employees must understand the elements that influence intention to stay. Even though the literature has a wide range of investigations into organizational commitment, career development, and employee engagement, there is a lack of studies about the elements influencing employees' intention to stay in their jobs (Zhang, 2012; Musinya, 2021; Odai et al., 2021). Consequently, this study aims to investigate the impact of the supportive work environment (organizational support, supervisor support, and job satisfaction) on employees' intention to stay in their current jobs.

Based on previous studies, the current study contributes to earlier research in several ways. This study adds to the debate on the difficult problem of employees' intention to stay in their jobs in the hospitality industry in Egypt. In particular, the author began by theorizing intention to stay practices in terms of supportive work environment and then experimentally investigating the impact of supportive work environment predictors (organizational support, supervisor support, and job satisfaction) on employees' intention to stay. Therefore, the study contributes to the existing knowledge by introducing a contextualized perspective of a supportive work environment in the form of organizational
support, supervisor support, and job satisfaction. This study aims to investigate the impact of organizational support, supervisor support, and job satisfaction on employees' intention to stay with their jobs in Egyptian hotels. The current study aims to achieve three objectives, explore the impact of organizational support on employees' intention to stay with their current jobs, identify the impact of supervisor support on employees' intention to stay with their current jobs, and uncover the impact of job satisfaction on employees' intention to stay with their current jobs. The study will be conducted in the category of five-star hotels where the concepts of the supportive work environment (organizational support, supervisor support, and job satisfaction) and intention to stay are applied; therefore, they can be measured. The study aims to examine the impact of a supportive work environment on employees' intention to stay in hotels.

Background

Intention to stay

Intention to stay was defined by Nasyira et al. (2014) and Abraham et al. (2016) as the likelihood of an employee remaining to work for the organization. The intention to stay is also explained as the employees' awareness and desire to continue working for the same organization (Astuti et al., 2020). According to Halid et al. (2020), intention to stay is the willingness of workers to stay in their current company for an extended period. On the one hand, losing people raises the organization's costs, and it's even worse if the employees are among the finest performers (Alias et al., 2017; Nigatu, 2019). On the other hand, small businesses face higher obstacles than large businesses since they must compete with major corporations' competitive offers for job seekers in the labor market (Gosh et al., 2013; Al-Hamadan et al., 2017; Astuti & Helmi, 2021). Therefore, organizations seek to provide a supportive work environment for workers to increase their desire to stay within their jobs (Asghar et al., 2021; Yusliza et al., 2021).

Supportive work environment

A supportive work environment helps employees to stay in their organizations for as long as possible (Li et al., 2020; Keogh et al., 2021). The most important factors of a supportive work environment are attractive wages, the opportunity for advancement (Taylor, 2008; Masoud & Hemidan, 2013; Hall et al., 2013; Nigatu, 2019), organizational support, training and development opportunities, peer relationship, supervisor support, open-door policy, perceived climate, and job satisfaction (Hall et al., 2013; Herman et al., 2018; Andari et al., 2021). Even though, a positive and supportive work environment is a key aspect that influences employees' intention to stay (Presbitero & Teng-Calleja, 2020). Therefore, employees' intention to stay is the main consideration for any organization to become a desired employer between its competitors (Al-Hamadan et al., 2017; Redditt et al., 2020). Previous studies have shown that the higher the level of organizational support, supervisor support, and job satisfaction, the higher the level of employee intention to stay (Gevrek et al., 2017; Luz et al., 2018; Herman & Didni, 2020; Islam et al., 2021).
Organizational support and intention to stay
Organizational support is defined as the range to which employees perceive that their contributions are appreciated by the management and the organization cares about their well-being (Eisenberger et al., 1998; Armstrong & Ursel, 2009; AL-Sabei et al., 2020). Organizational support is also explained as organization values and cares about its employees' well-being, whereas perceived organizational support can be defined as the level of employee sensitivity and judgment on how organizations valued and recognize their contributions to organizational success (Suifan et al., 2017; Prakosa, 2019; Redditt et al., 2020). The higher amount of perceived organizational support, the higher the employees' level of attachment, as well as their intention to stay with the organization (Islam et al., 2020; Abid et al., 2021). In previous studies, it confirmed that there is a positive and significant relationship between organizational support and employee intention to stay (Juhdi et al., 2013; Ghazali et al., 2018; Akhtar et al., 2018; Newman et al., 2020). Abid et al. (2021) and Li et al. (2021) agreed that the more the perceived organizational support, the more the employees will believe they are useful and worthwhile to the organization, and they will also believe they are having a nice experience. However, if firms procrastinate with their personnel, particularly brilliant individuals, they will quickly feel devalued, which will demotivate them to perform better for the company, as well as lead to unpleasant emotions and nothing but tension (Cai et al., 2019; AL-Sabei et al., 2020; Islam et al., 2020). Consequently, the following hypothesis is proposed:

Hypothesis 1 (H1): There is a significant impact of organizational support on employees' intention to stay in their current jobs.

Supervisor support and intention to stay
Supervisor support is defined as employee perceptions of how their supervisor values their contribution and cares about their well-being (Casper et al., 2011; Pattnaik & Panda, 2020). In the workplace, supervisor support is also explained as the level of acknowledgment of employees that their supervisor is supportive and encouraging towards their concerns and performance (Maier et al., 2013; Herd et al., 2018). Furthermore, previous studies highlighted the significant role of supervisor support in decreasing employee turnover intentions (Maertz et al., 2007; Alkhatari et al., 2018). Furthermore, supervisors give employees the advantage of family-friendly activities and those who assess employees' job results (Arifin et al., 2020; Abas et al., 2020). Furthermore, supervisor support decreases employee fear and promotes job satisfaction (Karatepe, 2013, EL-Banan, 2017; Kundu & Lata, 2017; Saputra & Riana, 2021), as well as the intention to stay (Dabke & Patole, 2014). Therefore, high supervisor support has a positive effect on employee attitudes (Eisenberger et al., 2002; Kundu & Lata, 2017) and encourages employees to stay with the organization (Mohsin et al., 2021). According to Ferreira et al. (2015) and Abas et al. (2020), individuals who perceive greater support from their supervisors are more likely to feel grateful to their organizations. Furthermore, supervisory support was analyzed as a valuable instrument for improving employee well-being, organizational commitment, and employees' intention to stay (Pattnaik & Panda,
Based on the previous, the following hypothesis is proposed:

**Hypothesis 2 (H₂):** There is a significant impact of supervisor support on employees' intention to stay in their current jobs.

### Job satisfaction and intention to stay

Lee and Chang (2008) and Hall et al. (2013) defined job satisfaction as an individual's positive emotional response to a specific job. According to Maier et al. (2013) and Jamal et al (2016), job satisfaction is an attitude that shows how much people enjoy or stay in their jobs. Therefore, job satisfaction plays a critical role in employees' intention to stay (Kudo et al., 2006; Gevrek et al., 2017). Consequently, job satisfaction has an impact on a variety of other factors, including the likelihood of turnover (Gosh et al., 2013; Redditt et al., 2020). On the one hand, job satisfaction reflects how employees value and rate the facilities they receive from their employers (Suifian et al, 2017; Cai et al, 2019). On the other hand, job satisfaction is also considered the critical factor affecting employees' intention to stay, and they are highly positively related (Halter et al., 2017). Furthermore, when employees' job satisfaction drops, they may experience job burnout, which can affect the quality of care and their intention to stay (Ferreira et al., 2015; Iqbal et al., 2020). Besides, job satisfaction has a favorable impact on employees' intention to stay at their existing positions (Suifan et al., 2017; Arifin et al., 2020). Therefore, job satisfaction is a motivator that leads to positive outcomes, as well as compensation, co-worker connections, and supervisor relationships (Alias et al., 2017; Luz et al., 2018; Mohsin et al., 2021). Based on previous studies, job satisfaction is also one of the supportive factors of the work environment that statistically influence the intention of the employee to stay (Jamal et al., 2016; Coetzee et al., 2017; Huang et al., 2017; Bernarto et al., 2020). Therefore, the following hypothesis is proposed:

**Hypothesis 3 (H₃):** There is a significant impact of job satisfaction on employees' intention to stay in their current jobs.

### Methodology

The current study aims to investigate the impact of the supportive work environment predictors (organizational support, supervisor support, and job satisfaction) on employees' intention to stay in their current jobs in hotels. This study adopted a quantitative research approach. A questionnaire survey was distributed to collect the quantitative data. The questionnaire has several benefits, its ability to generate much higher response rates than online questionnaires. Furthermore, most respondents often believe that printed surveys are more anonymous than online surveys, which benefits in collecting high-quality data (Bryman 2014; Saunders et al., 2016). This study adopted a quantitative research strategy to examine the following hypotheses: Figure 1 displays the research framework.
Fig. (1): The research framework

**Sampling**
The technique used to conduct this study was random sampling. Random sampling is one of the simplest forms of collecting data from the total population (Saunders et al., 2016). Furthermore, according to random sampling, each member of the subset has the same equal opportunity of being chosen as a part of the sampling process (Raguram et al., 2012). A random sample of 20 five-star hotels located in Greater Cairo in Egypt was chosen for investigation. Five-star hotels were chosen for several reasons. First, the geographical convenience for the researcher and the accessibility of the researcher. Second, in five-star hotels where the concepts of the supportive work environment (organizational support, supervisor support, and job satisfaction) and intention to stay are applied, therefore, they can be measured. To obtain the required data a structured questionnaire was designed and answered by hotel employees. This questionnaire consists of 5 sections, demographic data, organizational support, supervisor support, job satisfaction, and intention to stay. A total of 500 questionnaire forms were deployed (25 questionnaire forms in each hotel), 384 were collected. Only 363 questionnaire forms were valid for the final data analysis.

**Questionnaire form instrument development**
The current study used pretested scales from previous research to maintain reliability and validity. A five items organizational support scale (Akgunduz & Sanli, 2017) was used to measure the level of organizational support. In addition, a six items supervisor support scale (Burns, 2016) was used to measure the level of supervisor support. Then, six items job satisfaction scale (Leticia, 2010) was used to measure the level of job satisfaction. Furthermore, a five items intention to stay scale (Ma, 2010) was used to measure the level of employees' intention to stay. A five-point Likert scale was used to obtain responses in a range from strongly disagreeing (1) to strongly agreeing (5).

**Data collection**
Questionnaire forms were handed out to the human resource managers in the investigated hotels and they helped the author to distribute them to hotel employees. well-structured questionnaire forms were distributed to collect data in late 2021 for the final analysis. The questionnaire form was developed to collect employees' demographic information and investigate their perception of the four variables proposed by the current study.
Validity and reliability
Concerning reliability, this research computed the Cronbach’s alpha coefficient for all constructs, and it exceeded 0.846 which means that results are reliable. Regarding validity, construct a maximum level of was also computed as the square root of the reliability coefficient (Usry et al., 2018), showing that the scales were valid: .845 for organizational support, .854 for supervisor support, .870 for job satisfaction, and .886 for intention to stay. Table (1) lists the reliability and validity of each construct.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Reliability</th>
<th>Validity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Support</td>
<td>0.835</td>
<td>0.845</td>
</tr>
<tr>
<td>Supervisor Support</td>
<td>0.830</td>
<td>0.854</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.853</td>
<td>0.870</td>
</tr>
<tr>
<td>Intention to Stay</td>
<td>0.867</td>
<td>0.886</td>
</tr>
</tbody>
</table>

Data analysis
Data analysis was performed using the Statistical Package for the Social Sciences (SPSS v. 25). To describe and summarize the data, descriptive statistics (i.e., mean and standard deviation, correlation matrix, and multiple linear regression) were used. A p-value of less than 0.05 was considered significant. The statistical analysis has been conducted in three ways. First, the descriptive statistics were performed to compute the frequencies, standard deviation, and means. Second, correlation matrix analysis was used to test the relationship between independent and dependent variables. Third, a multiple linear regression test has been used to estimate the significant impact of the independent variables (organizational support, supervisor support, and job satisfaction) on the dependent variable (employees' intention to stay).

Results
Respondents profiling
The results in Table (2) summarize the demographic characteristics of the respondents.

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>275</td>
<td>75.8</td>
</tr>
<tr>
<td>Female</td>
<td>88</td>
<td>24.2</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 – 24</td>
<td>134</td>
<td>36.9</td>
</tr>
<tr>
<td>25 – 34</td>
<td>120</td>
<td>33.1</td>
</tr>
<tr>
<td>35 – 44</td>
<td>47</td>
<td>12.9</td>
</tr>
<tr>
<td>45 – 54</td>
<td>39</td>
<td>10.7</td>
</tr>
<tr>
<td>55 – 64</td>
<td>17</td>
<td>4.7</td>
</tr>
<tr>
<td>Above 64</td>
<td>6</td>
<td>1.7</td>
</tr>
</tbody>
</table>
As declared in table 2, most of the respondents were male 275 (75.8%) and 88 (24.2%) were female. Most of the respondents age was between 19-24 years old (n=134, 36.9 %), followed by 25-34 years old (n=120, 33.1%), 35-44 years old (n=47, 12.9%), 45-54 (n=39, 10.7%), 55-64 (n=17, 4.7%), and above 64 years old (n=6, 1.7%). Furthermore, most of the respondent's education level was high school (n=248, 68.3%), followed by secondary education (n=49, 13.5%), postgrad education (n=47, 13%), and primary education (n=19, 5.2%). In addition, the most of respondents were from food and beverages department (n=163, 44.9%), followed by housekeeping n=130, 35.8%), front office (n=65, 17.9%), and other departments in hotels (n=5, 1.4%).

**The mean and standard deviation of organizational support, supervisor support, job satisfaction, and intention to stay**

As illustrated in Table (3), the mean scores for organizational support ranged from 3.3 to 3.8. The standard deviations for these items ranged from 1.1 to 1.4. The results reported that the most common level of organizational support for hotel employees was (my hotel is proud of my achievements at work) with a mean of 3.8 and standard deviation of 1.2, while the lowest level of organizational support for hotel employees was (my hotel cares about my well-being) with mean 3.3 and standard deviation of 1.4. These mean statistics suggest the agreement of the participants for the items referring to organizational support.

**Table (3): Mean and standard deviation of the organizational support**

<table>
<thead>
<tr>
<th>Items</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My hotel cares about my well-being</td>
<td>3.3</td>
<td>1.4</td>
</tr>
<tr>
<td>My hotel cares about my overall satisfaction at work</td>
<td>3.5</td>
<td>1.2</td>
</tr>
<tr>
<td>My hotel cares about my opinions</td>
<td>3.7</td>
<td>1.1</td>
</tr>
<tr>
<td>My hotel is proud of my achievements at work</td>
<td>3.8</td>
<td>1.2</td>
</tr>
<tr>
<td>My hotel is trying to make my job interesting</td>
<td>3.7</td>
<td>1.1</td>
</tr>
<tr>
<td>Total organizational support</td>
<td>3.6</td>
<td>1.2</td>
</tr>
</tbody>
</table>
As shown in Table (4), the mean scores for supervisor support ranged from 3.9 to 4.1. The standard deviations for these items ranged from .9 to 1.1. The results assured that the most common levels of supervisor support for hotel employees were (my supervisor cares about my opinion, my supervisor is proud of my achievements at work, and my supervisor is trying to make my job interesting) with the same mean of 4.1 and standard deviation .9, .9, and 1.0, while the lowest level of supervisor support for hotel employees was (my supervisor cares about my well-being) with mean 3.9 and standard deviation of 1.0. These mean statistics suggest the agreement of the participants for the items referring to supervisor support.

**Table (4): Mean and standard deviation of the supervisor support**

<table>
<thead>
<tr>
<th>Items</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor cares about my well-being</td>
<td>3.9</td>
<td>1.0</td>
</tr>
<tr>
<td>My supervisor helps me when I need anything</td>
<td>4.0</td>
<td>1.1</td>
</tr>
<tr>
<td>My supervisor cares about my overall satisfaction at work</td>
<td>4.0</td>
<td>1.1</td>
</tr>
<tr>
<td>My supervisor cares about my opinions</td>
<td>4.1</td>
<td>0.9</td>
</tr>
<tr>
<td>My supervisor is proud of my achievements at work</td>
<td>4.1</td>
<td>0.9</td>
</tr>
<tr>
<td>My supervisor is trying to make my job interesting</td>
<td>4.1</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total supervisor support</strong></td>
<td><strong>4.0</strong></td>
<td><strong>1.0</strong></td>
</tr>
</tbody>
</table>

Table 5 shows that the mean scores for job satisfaction ranged from 3.9 to 4.2. The standard deviations for these items ranged from 0.8 to 1.2. The results revealed that the most common level of job satisfaction for hotel employees was (I am satisfied with the praise I receive for doing a good job) with a mean of 4.2 and standard deviation of 0.8, while the lowest levels of job satisfaction for hotel employees were (I am satisfied with the way my boss handles his subordinates and I am satisfied with the competence of my supervisor in making decisions) with the same mean 3.9 and standard deviation 1.2 and 1.1. These mean statistics suggest the agreement of the participants for the items referring to enhancing job satisfaction of hotel employees.

**Table (5): Mean and standard deviation of the job satisfaction**

<table>
<thead>
<tr>
<th>Items</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the way my boss handles his subordinates</td>
<td>3.9</td>
<td>1.2</td>
</tr>
<tr>
<td>I am satisfied with the competence of my supervisor in making decisions</td>
<td>3.9</td>
<td>1.1</td>
</tr>
<tr>
<td>I am satisfied with the way company policies are put into practice</td>
<td>4.0</td>
<td>1.0</td>
</tr>
<tr>
<td>I am satisfied with the working conditions in the hotel</td>
<td>4.1</td>
<td>0.9</td>
</tr>
<tr>
<td>I am satisfied with the way my colleagues get along with each other</td>
<td>4.1</td>
<td>0.9</td>
</tr>
<tr>
<td>I am satisfied with the praise I receive for doing a good job</td>
<td>4.2</td>
<td>0.8</td>
</tr>
<tr>
<td><strong>Total job satisfaction</strong></td>
<td><strong>4.0</strong></td>
<td><strong>.9</strong></td>
</tr>
</tbody>
</table>
Table (6) shows that the mean scores for intention to stay ranged from 3.9 to 4.2. The standard deviations for these items ranged between 1.0 and 1.2. The results indicated that the most common level of employee intention to stay was (I am very motivated to continue working with my hotel) with a mean of 4.2 and standard deviation of 1.0, while the lowest level of employee intention to stay was (I am committed to my work and my hotel) with the same mean 3.9 and standard deviation 1.2. These mean statistics suggest the agreement of the participants for the items referring to enhancing employees’ intention to stay within current jobs.

**Table (6): Mean and standard deviation of the intention to stay**

<table>
<thead>
<tr>
<th>Items</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am committed to my work and my hotel</td>
<td>3.9</td>
<td>1.2</td>
</tr>
<tr>
<td>For me, my hotel is the best of all possible hotels at work</td>
<td>4.0</td>
<td>1.1</td>
</tr>
<tr>
<td>For me, I want to spend the rest of my career in my hotel</td>
<td>4.0</td>
<td>1.1</td>
</tr>
<tr>
<td>I will stay at my hotel even if other hotels offer me higher pay</td>
<td>4.0</td>
<td>1.1</td>
</tr>
<tr>
<td>I am very motivated to continue working with my hotel</td>
<td>4.2</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total intention to stay</strong></td>
<td><strong>4.0</strong></td>
<td><strong>1.1</strong></td>
</tr>
</tbody>
</table>

Correlation matrix between organizational support, supervisor support, job satisfaction, and intention to stay

A correlation matrix analysis has been conducted to investigate the relationship between the independent variables (organizational support, supervisor support, and job satisfaction) and the dependent variable (employee intention to stay) of the study. Table (7) displays the correlation matrix results.

**Table (7): Correlation Matrix**

```
<table>
<thead>
<tr>
<th></th>
<th>Intention to stay</th>
<th>Organizational support</th>
<th>Supervisor support</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intention to stay</td>
<td>R 1</td>
<td>0.265</td>
<td>0.554</td>
<td>0.726</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
</tr>
<tr>
<td>Organizational support</td>
<td>R 0.265</td>
<td>1</td>
<td>0.457</td>
<td>0.261</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
</tr>
<tr>
<td>Supervisor support</td>
<td>R 0.554</td>
<td>0.457</td>
<td>1</td>
<td>0.655</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>R 0.726</td>
<td>0.261**</td>
<td>0.655</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
<td>&lt;.001**</td>
</tr>
</tbody>
</table>
```

The results in Table (7) showed all the independent variables; organizational support, supervisor support, and job satisfaction were found to have a positive relationship with the dependent variable; intention to stay. A positive correlation between organizational support
and intention to stay (r= 0.265; P – value < 0.001), supervisor support and intention to stay (r= 0.554; P – value < 0.001), and between job satisfaction and intention to stay (r= 0.726; P – value < 0.001).

Multiple regression between organizational support, supervisor support, job satisfaction, and intention to stay

This study used multiple linear regression to explain the overall impact of supportive work environment predictors (organizational support, supervisor support, and job satisfaction) on employees' intention to stay with their current jobs. Similarly, the study depended on multiple linear regression to test the three research hypotheses. Table (8) displays the multiple linear regression results.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Standardized Coefficients (Beta)</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational support</td>
<td>0.046</td>
<td>0.253</td>
</tr>
<tr>
<td>Supervisor support</td>
<td>0.114</td>
<td>0.028*</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.640</td>
<td>&lt;0.001**</td>
</tr>
<tr>
<td>F – value</td>
<td>140.285</td>
<td></td>
</tr>
<tr>
<td>P - value</td>
<td>&lt;0.001**</td>
<td></td>
</tr>
<tr>
<td>R- square</td>
<td>0.540</td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (Constant): job satisfaction, organizational support, supervisor support
Dependent Variable: intention to stay

Table (8), presents that the model was statistically significant which F- vale < 140.285, P. value < 0.001. the R- squared value attained was 0.540, and this explained that all independent variables of this study explained the variance in employees' intention to stay as much as 54.0%. Thus, the other 46.0% of the variance in employee intention to stay can be explained by other factors that are out of the scope of the study. The results of multiple linear regressions revealed that all the independent variables; organizational support, supervisor support, and job satisfaction were found to have a positive relationship with the dependent variable: intention to stay. However, only 2 independent variables showed a positive and significant relationship with the dependent variable, there is supervisor support (β=0.114; sig.<0.028), and job satisfaction (β=0.640; sig.<0.001), while 1 independent variable, which is organizational support (β=0.046; sig.>0.05) had no significant relationship with intention to stay. The multiple regression analysis confirmed that job satisfaction has the strongest influence on employee intention to stay with the highest beta value (β=0.640 sig.<0.001). Therefore, the results of the hypotheses proved that only H₂ and H₃ were supported, while H₁ was not supported.

Discussion and recommendations

The purpose of this study is to investigate the impact of the supportive work environment on employees' intention to stay in their current jobs in five-star hotels in Cairo in Egypt. Based on previous studies, there were three predictors of a supportive work environment
influenced by employee intention to stay, including organizational support, supervisory support, and job satisfaction. Specifically, the study has been directed by the following objectives; to explore the relationship between organizational support and employees' intention to stay in hotels, to identify the relationship between supervisor support and employees' intention to stay in hotels, and to discover the relationship between job satisfaction and employees intention to stay in hotels. A correlation matrix and multiple regression analysis have been performed to check the relationship between the research variables and estimate the impact of each independent variable (organizational support, supervisor support, and job satisfaction) on the dependent variable (employee intention to stay).

The results of the correlation matrix proved that there is a significant impact of organizational support and employees' intention to stay in their current jobs (.265). This finding came to agree with the studies of Juhdi et al. (2013); Ghazali et al. (2018); Akhtar et al. (2018); Newman et al. (2020) which have concluded that there is a weak positive relationship between organizational support and employees' intention to stay (.265). Regarding the correlation matrix of supervisor support, there is a significant relationship between supervisor support and employees' intention to stay in their current jobs (.554). This result matched with the studies of Ferreira et al (2015); Patnaik & Panda (2020); Saputra & Riana (2021) which have concluded that supervisory support was analyzed as a valuable instrument for improving employee well-being, organizational commitment, and employee's intention to stay.

Concerning the correlation matrix of job satisfaction, there is a significant relationship between job satisfaction and employees' intention to stay in their current jobs (.726). This result corroborates with the studies of Suifan et al. (2017); Arifin et al. (2020); Mohsin et al. (2021) which have concluded that job satisfaction is positively associated with employees' intention to stay with their current jobs. Multiple regression analysis revealed that all identified dimensions are predictors of the intention to stay (R2 =0.540). This means that the supportive work environment (organizational support, supervisor support, and job satisfaction) has a positive impact on employee intention to stay. This result came in favor with the findings of (Bhatti et al., 2016; Suyoto & Murtiharso, 2019; Utami et al., 2021) which have concluded that there is a positive relationship between a supportive work environment (organizational support, supervisor support, and job satisfaction) and employees' intention to stay.

Based on the findings of the multiple linear regression analysis, it is found that hypothesis 1 (H1) was not accepted and revealed that there had no significant relationship between organizational support and employee intention to stay with beta value (β=0.046, p>0.05). This finding claimed that the items for organizational support do not affect the intention to stay among employees in hotels. From the mean analysis of each item in this variable, hotel employees can work on their own based on the autonomy granted by the organization. Further, the respondents also preferred a work environment that is fully supported to enhance their desire to stay for a long time with the organization.

Based on the findings, it is found that hypothesis 2 (H2) was accepted and revealed that there is a positive and significant relationship between supervisor support and employee
intention to stay ($\beta=0.114$; sig.<0.028). One of the supports that hotel employees preferred more in the workplace is the response they receive from the supervisors on their contributions to the organization and care about their well-being (Pattnaik & Panda, 2020; Saputra & Riana, 2021). As found in the mean analysis findings for each item in this variable, hotel employees preferred their supervisors to care about overall satisfaction at work, employees’ opinions, pride of employees achievement, making job interesting, helping employees when they anything, and other factors related to employees well-being. The more support receives from the supervisors, the higher the intention to stay among employees in the organization. Supervisor support has also been found to enhance employee intentions to stay longer with the organization in the previous research done by Dabke & Patole (2014) and Mohsin et al. (2021).

Finally, hypothesis 3 (H3) of the study was accepted and revealed that there is a positive and significant relationship between job satisfaction and employee intention to stay with the beta value ($\beta=0.640$ sig.<0.001) and according to Jamal et al. (2016); Coetzee et al. (2017); Huang et al. (2017); Bernarto et al. (2020), job satisfaction as a predictor of a more supportive work environment, especially among hotel employees. According to the mean analysis, it found that employees who worked in hotels are more satisfied if provided with the best working conditions in the hotel, the praise they received for doing a good job, good terms with colleagues, the organization policies are implemented, the competence of supervisor in making decisions and as well as boss handles his subordinates. Thus, the more satisfied employees are with their jobs, the more determined they must remain with the organization. This finding was also like (Kudo et al., 2006; Gevrek et al., 2017).

**Study recommendations**

The results of the study suggest several recommendations to hotel organizations for keeping a supportive work environment to enhance employees' intention to stay with their current jobs.

- Managers must value the good work of employees rather than dismiss new ideas.
- Managers must develop a positive work environment to enhance employees' intention to stay.
- Supervisors must establish good relationships among employees at the workplace also make them satisfied and stay longer with the organization.
- Hotels must recognize employees' exceptional performance so that they will feel more valued in the organization.
- Job satisfaction is the strongest predictor that influenced employee intention to stay, so managers must make employees feel completely satisfied in their organizations.
- Managers must promote organizational values with their employees can enhance the feel of belonging to the organization and the best talent can be stayed with the organization.
- Hotels should consider different aspects of the work environment when developing policies, such as work facilities, employees' relationships, and work atmosphere.
• Hotels should take care of the well-being of employees in the work environment.
• Hotels should proud of the achievements of their employees in the work environment.
• Supervisors should take care of their employees' opinions in the work environment.
• Supervisors should take care of the well-being of employees in the work environment.
• Hotels should strengthen the organizational support to improve employees' intention to stay.
• Hotels should organize social events such as hotel family day to increase the social integration between employees to improve their sense of belonging.
• Managers must focus on the enlargement and strategic implementation of a supportive work environment in their organizations.

Limitations and further research

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

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تأثر بيئة العمل الداعمة على نية العاملين للبقاء في الفنادق

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الملخص العربي

تهدف هذه الدراسة إلى التحقق من تأثير عوامل بيئة العمل الداعمة (الدعم التنظيمي ، ودعم المشرف ، والرضا الوظيفي) على نية العاملين للبقاء في وظائفهم الحالية. اعتمدت الدراسة الحاليه على طريقة واحدة لجمع البيانات (استمارات الاستقصاء). حيث تم جمع البيانات من 20 فندق خمس نجوم في القاهرة الكبرى في مصر. بلغ عدد الاستمارات الصالحة للتحليل 363 استمارة. تم استخدام برنامج (SPSS) لاختبار فرضيات الدراسة. وتمثلت أهم نتائج الدراسة في أن دعم المشرفين له علاقة إيجابية ذات دلالة مع نية العاملين للبقاء في وظائفهم الحالية. كما تظهر نتائج الدراسة أيضًا أن للرضا الوظيفي علاقة إيجابية ذات دلالة مع نية العاملين للبقاء في وظائفهم الحالية. ومع ذلك، لا توجد علاقة ذات دلالة بين الدعم التنظيمي وناتج استمارات العاملين للبقاء في وظائفهم الحالية. وثبتت الدراسة أن الرضا الوظيفي له التأثير الأقوى على نية العاملين للبقاء في وظائفهم الحالية. كما تسلط النتائج الضوء على العديد من الآثار المرتبطة على إدارة الفنادق وتغيت فجوة في الدراسات السابقة من خلال التحقق في بيئة العمل الداعمة في الفنادق المصرية.

الكلمات الدالة: الدعم التنظيمي، دعم المشرفين، الرضا الوظيفي، نية البقاء، الفنادق


Appendix (1)

Questionnaire about the Impact of Supportive Work Environment on Employees' Intention to Stay in Hotels

Dear Participant:
You are invited to be in a research study about the Impact of a Supportive Work Environment on Employees' Intention to Stay in Hotels.

Confidentiality and Anonymity:
Your responses and your personal information will be kept strictly confidential and will be accessible only to the research team who will not share any of them with other individuals or organizations.

Research Scale: A Five-Point Likert Scale

<table>
<thead>
<tr>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Neutral</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
</table>

Part 1: The respondent profile

1- What is your gender?
   □ Male  □ Female

2- What is your age?
   Under 18
   18-24 years old
   25-34 years old
   35-44 years old
   45-54 years old
   55-64 years old
   More than 64

3- What is your educational level?
   Primary education
   Secondary education
   High education
   Postgrad education

4- In which department in the hotel do you work?
   Front office
   Food and beverages
   Housekeeping
   Other
Part 2: Organizational Support
5- My hotel cares about my well-being
6- My hotel cares about my overall satisfaction at work
7- My hotel cares about my opinions
8- My hotel is proud of my achievements at work
9- My hotel is trying to make my job interesting

Part 3: Supervisor Support
10- My supervisor cares about my well-being
11- My supervisor helps me when I need anything
12- My supervisor cares about my overall satisfaction at work
13- My supervisor cares about my opinions
14- My supervisor is proud of my achievements at work
15- My supervisor is trying to make my job interesting

Part 4: Job Satisfaction
16- I am satisfied with the way my boss handles his subordinates
17- I am satisfied with the competence of my supervisor in making decisions
18- I am satisfied with the way company policies are put into practice
19- I am satisfied with the working conditions in the hotel
20- I am satisfied with the way my colleagues get along with each other
21- I am satisfied with the praise I receive for doing a good job

Part 5: Intention to Stay
22- I am committed to my work and my hotel
23- For me, my hotel is the best of all possible hotels at work
24- For me, I want to spend the rest of my career in my hotel
25- I will stay at my hotel even if other hotels offer me higher pay