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Moderation Effect of Organisational Support on the Relationship Between Intolerance of Uncertainty and Turnover Intention

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Abstract

The present study aims to investigate the relationship between intolerance of uncertainty at workplace on employee's intentions of turnover and the effect of perceived organizational support on this relationship. The study hypothesizes that employees who are intolerant to uncertainty will report more intentions of turnover. Furthermore, it is also expected that perceived organizational support will moderate this relationship. The hypotheses were investigated on 137 working participants, age ranged from 18 to 64 years old, via online survey. Participants filled out demographics form, intolerance of uncertainty scale, perceived organizational support scale and turnover intention scale. Findings have found no significant support for both hypotheses. However, a significant, negative relationship between perceived organizational support and turnover intention has found, suggesting that when organizational support is perceived high, employees are less intended to turnover.

Keywords: intolerance of uncertainty, turnover intention, organizational support

Layman's Abstract

Intolerance of uncertainty, perceiving a negative event in the future as unacceptable and not being able to tolerate it has negative effects on people's lives. The current study investigates whether this negative effect continues in workplace and cause employees to be intended to leave their organisations and look for new job opportunities. Furthermore, the study also hypothesizes that when employees perceive that their organisations care about them and supports them, employees might consider to not to change their jobs even though they are not able to tolerate the uncertainty at their jobs. Data collected from 137 employees showed that there is no statistical evidence that supports the predictions of the current study. However, results showed that when employees perceive that their organisation as supportive, they are less intended to seek for new job opportunities. The results showed the importance of organisational support on employee behaviour and their intentions about leaving the organisation.

Moderation Effect of Organisational Support on the Relationship Between Intolerance of Uncertainty and Turnover Intention

As humans, we are living in a world where we are unable to have control over each part of our lives and be certain about what is going to happen. In this unpredictable world, while some of our daily routines or actions are certain, there are also multiple situations that we face every day with a wide range of uncertain circumstances, both in our personal lives and our work lives. For example, trying to find a new apartment due to our rental contract ending could be a personal uncertain situation, if we do not know where we are going to live next, while not knowing if the company we are working at will be acquired by another company or not could be categorised as a work uncertainty. Work uncertainty also includes not being able to fully know demanded tasks at work, and it could be stressful to not know what to do in your job, especially when we consider an average employee spends 40 hours a week at work. This uncertainty at work, and reactions towards it could show itself in multiple areas, from our work performance to our psychological mood in daily life.

This thesis aims to explore how the inability of dealing with uncertainty, which would be referred to as intolerance of uncertainty, will affect employees' intentions of looking for a new job, in other words, their turnover intention. The study aims to contribute to the literature for more insight on turnover intentions of employees, considering the effect of organisational support on these intentions along with the intolerance of uncertainty. Understanding underlying dynamics between intolerance of uncertainty and turnover intentions would enable future research to focus on possible interventions to decrease turnover and create organisations that work in harmony with employees who are not considering changing their jobs.

Intolerance of Uncertainty

Not being able to know what is going to happen or inability to predict it, the uncertainty could evoke a wide range of reactions and affect different aspects of life. Therefore, there is a wide range of research in the literature about intolerance of uncertainty, not only in psychology literature but also in other subjects such as health and business to figure out how it affects human behaviour and what kind of results it causes.

While uncertainty could exist in every part of our lives, not every person has the same reaction towards it. Some people are able to tolerate the uncertainty and deal with it easily, however some of them are not and they show high levels of intolerance of uncertainty. Carleton et al. (2007) defines intolerance of uncertainty (IU) as when an individual perceives a possibility of a negative event as unacceptable, without considering the probability of that negative event to occur. Which means that rather than how likely that event could occur, what matters is how the person experiences not being able to know what is going to happen and how this state of not knowing affects that person. Another definition of IU is, the individual's perception, interpretation and behavioural, emotional, and cognitive response to a situation which is uncertain (Dugas et al., 2004). This second definition highlights that not only the situation itself, but how one approaches, processes, and responds to that situation is important.

On the emotional aspect, empirical evidence suggests that intolerance of uncertainty is related with clinical psychological symptoms, such as being a risk factor for developing and maintaining clinically significant anxiety levels (Carleton, 2012). Which shows that, even though the negative event is not going to occur or haven't occurred yet, it is enough to believe that there is a possibility of occurrence in the future, is able to affect one's psychological state and makes that person vulnerable for anxiety compared to people who can tolerate the uncertainty more.

Furthermore, the effect of intolerance of uncertainty does not appear to be dependent on specific personal variables. In their study, Dugas et al. (1997) found that worry is strongly predicted by intolerance of uncertainty and emotional problem orientation, regardless of personal variables such as sex and age or state of mood. This study on 285 French-Canadian university students from various backgrounds shows that the lack of tolerance of uncertain events causes individuals to worry more. Relying on these results, it can be concluded that intolerance of uncertainty is an important risk factor that needs to be discovered more, since it can affect every person from every age group, every gender, and every mood state. To see the effects of IU in a worldwide uncertain situation, Satıcı et al. (2020) investigated the effect of IU on mental wellbeing during COVID-19 Pandemic. The results indicated that mental wellbeing decreases as Intolerance of Uncertainty increases. Along with that, IU was found as a strong predictor of rumination, which also causes decreased mental well-being.

All these studies and their results show how intolerance of uncertainty can have significant effects on psychological states. On the other hand, how people perceive uncertainty and their ability to tolerate it is not unchangeable. Another study on Intolerance of Uncertainty and Emotional Disorders showed that patients with Generalised Anxiety Disorder and Panic Disorder showed highest IU scores before the treatment. After the treatment, the IU scores decreased significantly in both disorders, and were found to be related with reduced anxiety levels and depressive symptoms (Boswell et al., 2013). Similarly, Dutta et al. (2023) found that practising gratitude and mindfulness can reduce the negative effect of IU on well-being. In other words, while intolerance of uncertainty has effects on multiple factors in our emotional state, from anxiety to worry, clinical treatments are found to be effective in decreasing IU levels and

symptoms it has caused. Being able to tolerate uncertainty could be learned, and it can be changed in a level that decreases negative results of it.

To summarise, our psychological state, our behaviours and our cognitions are being affected by uncertainty and our ability to tolerate it regardless of our gender or age. Nevertheless, studies show that its effects are not unalterable, there are interventions and practices regarding improving intolerance of uncertainty and they could reduce the negative effects of it.

Intolerance of Uncertainty at Workplace and Turnover Intention

As explained above, Intolerance of Uncertainty affects multiple facets of life, from wellbeing in a worldwide pandemic to emotional disorders. Therefore, it is inevitable to see its effect on the workplace, where we spend hours of our lives. Even though each organisation and profession have different work settings and challenges, uncertainty is a concept that could exist in different kinds of settings.

Uncertainty at the workplace could be defined on various factors and situations. For example, Wall et al. (2002), defines it as non-predictability on work-related demands and tasks and that it is crucial to increase the control on jobs by a decision-making authority, so that employees would be able to learn more about what is expected from them, and show better performance at work. Which shows that the uncertainty affects job performance depending on how the authority reacts and handles it. In 2012, Schmidt et al. conducted a meta-analysis on thirty-three studies in order to examine how role ambiguity, which is an uncertainty perceived by employee, and role conflict at workplace is linked to depression of employees. Role ambiguity is also defined as not having necessary information about the role, expectations, and tasks that an employee needs to fulfil (Alblihed & Alzghaibi, 2022), while role conflict is the situation where

there are multiple expectations from an employee that are opposed to each other (Kahn et al., 1964, as cited in Schmidt et al., 2012). Both factors could be sensed as uncertain situations by the participants since they involve unclarity and not having the exact information about the expectations and required actions. The results showed that both role ambiguity and role conflict were moderately but significantly related to depression of employees. Thus, it could be said that uncertainty at the workplace is not only related to performance or other work-related metrics, but also has a significant effect on employees' psychological well-being. Another study conducted by Pollard in 2001 found that workplace reorganisation results in role ambiguity among employees, which causes a significant increase in distress and in systolic blood pressure of them, and that uncertainty contributes to those effects.

Considering the studies mentioned above, it can be concluded that uncertainty at the workplace significantly affects employees' performances, psychological well-being, and even causes physiological reactions. Along with these psychological and physiological effects of uncertainty at the workplace on employees, it also affects employee's feelings, perceptions, and intentions about their workplaces.

One of these intentions is changing their current workplaces and looking for a new job, which could be referred to as turnover intention. Employees are one of the biggest strengths of the companies, therefore organisations try to choose the best fit for their company during the hiring process. Organisations invest money and time, in order to develop employees and increase value added by them to the organisation. Thus, turnover results in increased costs for companies, both in recruitment processes and the orientation and training process of the new employee. Therefore, it is crucial to decrease employee turnover, to create an organisation that works well in harmony with motivated employees who have the least intentions of leaving the organisation.

According to the research, the intolerance of uncertainty predicts intentions to leave the workplace among transplantation coordinators (Lee et al. 2020). As they are more intolerant towards uncertainty, they are more prone to be willing to look for a new job opportunity. While intolerance of uncertainty is an important factor that could affect the turnover intention, there is a gap in the literature on investigating the relationship between intolerance of uncertainty and turnover intention of the employees. Nevertheless, there are studies which investigate the effect of different kinds of uncertainty on employees' willingness to change their current jobs.

One of these uncertainties is psychological uncertainty, which is defined as not having enough information and not being able to predict the future due to this lack (Gifford et al., 1979, as cited in Zakiy, 2019). It has been found that employees who reported higher psychological uncertainty, during an organisational change also reported higher turnover intention and lower job satisfaction. The psychological uncertainty here refers to having doubts about an event that did not happen yet but expected to happen (DiFonzo & Bordia, 1998, as cited in Zakiy, 2019). On the other hand, the Leader-Member Exchange is able to moderate this positive relationship between psychological uncertainty and turnover intention (Zakiy, 2019). Which shows that even though uncertainty positively predicts intention of leaving the organisation, the predictive effect is open to be reduced by other factors within the organisation. Similarly, in another study conducted in the United Kingdom, diagnostic uncertainty among general practitioners was found to be associated with turnover intention, along with emotional exhaustion and job dissatisfaction (Zhou et al., 2022).

All these studies show that uncertainty at the workplace is an important factor which could affect employees' intentions regarding leaving or staying at the organisation, along with their well-being and work satisfaction. This work uncertainty, not being able to know what will

happen at the workplace or not knowing clearly the expectations from the role employees are in, is affecting employee behaviour and intentions, possibly in a relation with how tolerant they are to uncertainty, whether they are able to handle uncertain situations well or not.

Therefore, as aimed with this paper, further research on the relationship between intolerance of uncertainty and turnover intention will be helpful to understand the underlying dynamic of this dyadic relationship.

Perceived Organisational Support

While there is a possible relationship between Intolerance of Uncertainty and Turnover Intention, there are other factors that could affect turnover intention, on a spectrum from personal to organisational. Thus, literature suggests that there are multiple variables that buffers an employee's intentions regarding leaving or staying the company. One of those elements is perceived organisational support. Eisenberger et al. (1986) defines perceived organisational support as how employees perceive their organisation's approach towards their well-being and how much they value contributions of the employees. For example, having a beneficiary package that includes physiological and psychological health related issues, or incentive system for their performances could be perceived as organisational support by employees since they would feel valued and cared, both in terms of their personal issues and work performance. The question is, whether this perception of organisational support would be able to hinder or decrease the turnover effect of intolerance of uncertainty on employees.

Even though there is not any research directly on these three elements, there are other studies that investigates how perceived organisational support affects employees. The studies mentioned below present a deeper understanding on the concept of perceived organisational

support, and how it activates different behavioural and cognitive processes, such as feelings of commitment, job satisfaction or perceptions on uncertainty.

Hussain & Asif (2012) found out that, employees who perceive high organisational support develop commitment and ownership, and therefore their turnover intention decreases. In other words, as employees perceive they are supported and valued by their organisation, they feel more committed to their company, hence they do not seek for other job opportunities. For example, the study conducted by Pomaki et al. (2010) revealed that teachers who perceive high levels of support from their colleagues reported less intentions to turnover. Which shows that, social support within the organisation is also able to affect turnover intention of employees. Another study by Cullen et al. (2013) explored employees' adaptability and perceptions of change-related uncertainty and implications for perceived organisational support, job satisfaction and performance. Their results showed that perceived organisational support mediates the relationship between employees' adaptation skills, how they perceive change-related uncertainty, their work satisfaction and performance.

All these studies about perceived support in the workplace shows that it is an important factor which is able to change the directions of relationships between different variables. The research shows that perceived support in the organisation, either from the colleagues or the organisation itself, is able to decrease turnover intention, and mediate the relationship of their perceptions on change-related uncertainty, their satisfaction levels, and performance. Therefore, this study expects a moderation effect of Perceived Organisational Support between the relationship of Intolerance of Uncertainty and Turnover Intention.

To summarise, we can conclude that intolerance of uncertainty affects multiple areas of life, and uncertainty at the workplace is a phenomenon that requires a wide range of search in

psychology. Even though there is research on Intolerance of Uncertainty and its effects on workplace and employees, there is a gap in the literature that investigates the moderator effect of perceived organisational support on the relationship between a specific type of uncertainty, which is intolerance of uncertainty and turnover intentions. In order to fill this gap and provide a deeper understanding of the underlying dynamics of these three concepts, this study aims to investigate the relationship between them. Understanding and exploring the dynamics of this relationship is important in two aspects, one of them is providing employees a secure organisational environment that they do not feel the need of change and seeking for a new one, the second one is decreasing turnover intentions in organisations and preventing possible harm in organisational structure and financial loss. Identifying both intolerance of uncertainty and perceived organisational support's effect on turnover intentions would enable organisations to find more structured solutions to reduce their employee's turnover intentions.

Hypotheses

Hypothesis 1: Higher intolerance of uncertainty will predict higher levels of turnover intention.

Hypothesis 2: Perceived organisational support moderates the relationship between intolerance of uncertainty and turnover intention. More specifically, when employees are more intolerant of uncertainty, people with a high (vs. low) level of perceived organisational support tend to show lower levels of turnover intention.

Methods

Participants

The sample consisted of 137 participants. A G-Power analysis (Faul et al., 2007) that has been conducted to detect required sample size for the research revealed required sample size as 107, for Fixed Model Linear Multiple Regression Analysis with an effect size of 0,15. None of the participants were excluded from the study.

The majority of the participants (49.6%) reported their age between 25 to 34 years old, while 20.4% were between 18 to 24 years, and 19.7% were between 35 to 44 years old. The rest, 16.5% indicated their age as between 45 to 64 years old (See Table 1). 71 participants identified their gender as male, while 63 of them identified as female and 3 of them were non-binary (See Table 2). 76% percent of the participants reported that they were Dutch.

The detailed overview of descriptive statistics regarding age and gender are given in the tables below.

Table 1

Age characteristics of Sample

Age	N	Percent
18-24 years old	28	20.4
25-34 years old	68	49.6
35-44 years old	27	19.7
45-54 years old	13	9.5
55-64 years old	1	.7
Total	137	100

Table 2*Gender Characteristics of the Sample*

Gender	N	Percent
Male	71	51.8
Female	63	46
Non-binary	3	2.2
Total	137	100

Procedures

The study was a component of a broader cross-sectional research by Leiden University Master's in Social and Organisational Psychology students, therefore it included other scales in addition to the ones that has been used in this study. The data collected through Profilic, an online platform that has been used to collect data from participants with various backgrounds. All variables in the study were measured by self-report survey in English, by using Qualtrics. The survey respectively included a briefing about the research, the consent form, demographic forms, financial insecurity scale, intolerance of uncertainty scale, organisational fairness scale, organisational identification scale, perfectionism scale, perceived organisational support scale, job satisfaction scale, turnover intention scale and debriefing. The study included no harm for participants and ethical approval for the study was obtained from Leiden University Ethics Committee. Participants filled out the questionnaire in approximately 15 minutes. Based on the variables of this study, included scales in this paper are demographics, intolerance of uncertainty,

perceived organisational support and turnover intention. Further detail about scales are given below in the measures section.

Measures

Demographic variables. Gender, age, nationality, completed highest level of education, and income have been measured with one item each.

Intolerance of Uncertainty. Participants' intolerance of uncertainty level was assessed by using the Intolerance of Uncertainty Scale, developed by Carleton et al. in 2007 (See Appendix A). The original scale consisted of 27-items and five-factors, developed by Freeston et al. in 1994. However, in this study a 12-item short version with two-factors was used. The reduced version found to be internally consistent and correlated with the original 27-item version (Carleton et al., 2007). The internal reliability of the scale, measured by Cronbach's α , was 0.86. Items in the scale were 5-point Likert typed from 1="not like me at all" to 5="very much like me". The scale consisted of two factors, the first 7 items were measuring the prospective anxiety component of intolerance of uncertainty, while the last 5 items were measuring inhibitory anxiety components. The higher score indicated higher intolerance of uncertainty. There were no reversed items in the scale.

Prospective anxiety could be defined as having fear and anxiety about future events (Carleton et al., 2007). Example items are "Unforeseen events upset me greatly.", "A small, unforeseen event can spoil everything, even with the best of planning" and "I should be able to organize everything in advance.". For this subscale, the Cronbach's α was .82, indicating high internal consistency.

On the other hand, Inhibitory Anxiety could be defined as not being able to take an action or involving in an experience and feeling inhibited (Carleton et al., 2007). Example items are

“Uncertainty keeps me from living a full life.”, “When it’s time to act, uncertainty paralyses me.” and “When I am uncertain I can’t function very well”. The Cronbach’s α was .84 for inhibitory anxiety subscale and indicated a high internal consistency.

Perceived Organisational Support. To measure perceived organisational support of participants’, the Perceived Organizational Support Scale developed by Eisenberger et al. in 1986 was used (See Appendix B). The scale consisted of 10-items, 5-point Likert-typed from 1= “Strongly disagree” to 5= “Strongly agree”. The 2nd, 6th and 9th items were reverse coded. Example items are “If the organization could hire someone to replace me at a lower salary, it would do so.” (reverse-scored), “The organization is willing to extend itself in order to help me perform my job at the best of my ability.” and “If my job were eliminated, the organization would prefer to lay me off rather than transfer me to a new job.” (reverse-scored). Higher scores indicated higher perception of organisational support. The scale appeared high in internal consistency, with a Cronbach’s Alpha .89.

Turnover Intention. Whether employees are intended to seek a new job, their turnover intentions are assessed by Turnover Intention Scale, which was developed by Walsh, Ashford and Hill in 1985 (See Appendix C). Cronbach’s Alpha for this scale was .93, indicating a high internal consistency. The scale consisted of 5-items in 5-points Likert Type. Original scale was reversed to be in harmony with other scales. The original scale was 1=“Completely Agree”, 5=“Completely Disagree”, however in this study items pointed as 1=“Completely Disagree” and 5=“Completely Agree”. Higher scores indicated higher turnover intention. Example items were “I am starting to ask my friends/contacts about other job possibilities.” and “I am thinking about contacting a recruiter for other job possibilities.”. Additionally, the 4th item, which is “I often look to see if sales positions in other firms are open.” has been changed as “I often look to see if

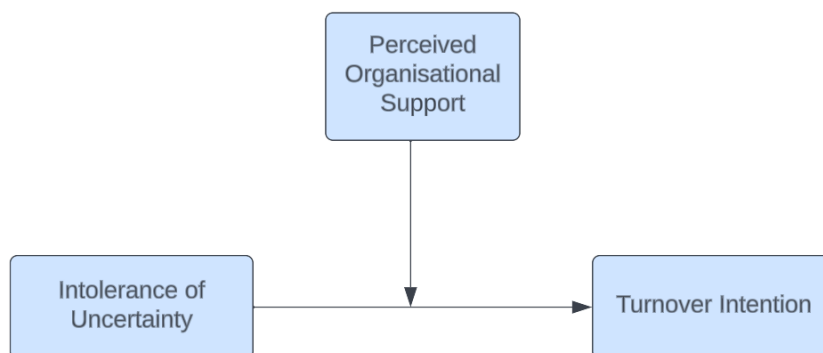
relevant positions in other firms are open.” to make it convenient for participants who work in different positions rather than sales.

Statistical Analyses

In order to assess both the relationship between Intolerance of Uncertainty and Turnover Intentions and the moderation effect of the Perceived Organisational Support on the relationship between Intolerance of Uncertainty and Turnover Intention of employees, a Moderation Analysis was conducted by using Hayes’ Process v4.2, Model 1 (Hayes, 2022) on SPSS with 1000 bootstraps. Means of each participant computed for each variable. Based on Hypothesis 1, it was expected to be a positive association between intolerance of uncertainty and turnover intentions. In other words, as an independent variable, Intolerance of Uncertainty should be able to predict Turnover Intentions of employees. And for Hypothesis 2, a moderation effect of Perceived Organisational Support on this relationship was expected (Figure 1).

Figure 1

Moderation Model



Note. Intolerance of Uncertainty as independent variable, Perceived Organisational Support as moderator, and Turnover Intention as dependent variable.

To explore the second hypothesis more thoroughly, two extra moderation analyses were computed by using Process v4.2, Model 1 on SPSS, with 1000 bootstraps for each analysis. More specifically, in the second moderation analysis, Prospective Anxiety subscale was taken as an independent variable and its interaction with Perceived Organisational Support on Turnover Intention was tested. For the third moderation analysis, Inhibitory Anxiety subscale was the independent variable and its interaction with Perceived Organisational Support on Turnover Intentions was investigated.

Results

First of all, a histogram was generated to check the assumption of normality. According to the histogram, the distribution appeared to be approximately normal (see Appendix D). Then, Pearson Correlation was conducted to see the correlations between each variable (see Table 3). The correlation between Intolerance of Uncertainty and Turnover Intentions appeared positive and statistically significant, with $r(136) = .18, p = .04$. Furthermore, Perceived Organisational Support and Turnover Intentions were correlated negatively, with $r(137) = -.62, p < .001$, which means that as perceived organisational support increases, participants reported lower turnover intentions. Lastly, the correlation between Intolerance of Uncertainty and Perceived Organisational support was found as negative, however it did not appear statistically significant with $r(137) = -.07, p = .45$.

Table 3

Correlations between Intolerance of Uncertainty, Perceived Organisational Support and Turnover Intention

	N	1	2	3
1. Intolerance of Uncertainty	137	1		
2. Perceived Organisational Support	137	-.07	1	
3. Turnover Intention	137	.18*	-.62**	1

* $p < .05$ ** $p < .01$

To test both hypotheses, Moderation Analysis was conducted using SPSS's Process Model 1 (Hayes, 2022). Results indicated that the overall model was significant ($R^2 = .41$, $F(3, 133) = 31.17$, $p < .001$). For the first hypothesis, which is "Higher intolerance of uncertainty will predict higher levels of turnover intention.", results did not appear as statistically significant ($b = -.70$, $SE = .52$, $t = -1.36$, $p = .18$). Furthermore, the interaction effect of Intolerance of Uncertainty and Perceived Organisational Support on Turnover Intention was not found to be significant ($b = .28$, $SE = .15$, $t = 1.82$, $p = .07$). Therefore, hypothesis 2 was not supported. However, for the main effect of Perceived Organisational Support on Turnover Intention, results indicated a highly significant effect ($b = -1.78$, $SE = .47$, $t = -3.81$, $p < .01$). Results for both hypotheses are presented in Table 4.

Table 4*Estimated Model Coefficients for Moderation Analysis*

	b	SE	t	p	LLCI	ULCI
Intolerance of Uncertainty	-.70	.52	-1.36	.18	-1.72	.32
Perceived Organisational Support	-1.78	.47	-3.81	.0002	-2.7	-.85
Intolerance of Uncertainty x Perceived Organisational Support	.28	.15	1.82	.07	-.02	.59

To further test the second hypothesis, the two different subscales of the Intolerance of Uncertainty; Prospective Anxiety scale and Inhibitory Anxiety scale were used as independent variables to test again the same moderation model using again Hayes' Process Model (Hayes, 2022). The overall model for each moderation analysis was found as significant, for prospective anxiety ($R^2 = .40$, $F(3, 133) = 29.6$, $p < .001$) and inhibitory anxiety ($R^2 = .42$, $F(3, 133) = 32.58$, $p < .001$). However, the main effect of Prospective Anxiety on turnover intentions was not statistically significant ($b = -.74$, $SE = .44$, $t = -1.67$, $p = .098$), while the main effect of Organisational Support on turnover intentions was negative and highly significant ($b = -1.82$, $SE = .47$, $t = -3.91$, $p = .0001$). For the interaction effect, results indicated a marginal significant moderating effect ($b = .26$, $SE = .14$, $t = 1.90$, $p = .059$) (see Table 5). Which indicates that the relationship between Prospective Anxiety component of Intolerance of Uncertainty and Turnover Intention is moderated by Perceived Organisational Support. The simple slope of Prospective anxiety on Turnover Intention was significant at high levels of Perceived Organisational Support

($b = .27$, $SE = .13$, $t = 2.05$, $p = .04$), while it was non-significant for low and medium levels of Perceived Organisational Support (respectively, $b = -.09$, $SE = .13$, $t = -.70$, $p = .49$; $b = .11$, $SE = .09$, $t = 1.25$, $p = .21$) (See Table 6). In other words, when prospective anxiety is low and people feel highly supported, they have less turnover intention.

Table 5

Moderation Analysis for Prospective Anxiety

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Prospective Anxiety	-.74	.44	-1.67	.097	-1.62	.14
Perceived Organisational Support	-1.82	.47	-3.91	.0001	-2.75	-.90
Prospective Anxiety x Perceived Organisational Support	.26	.14	1.90	.059	-.01	.53

Table 6

Conditional Effects of the Focal Predictor at Values of the Moderator

Organisational Support	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
2.500	-.09	.13	-.70	.487	-.35	.17
3.300	.11	.09	1.25	.213	-.07	.30
3.900	.27	.13	2.05	.043	.01	.53

The main effect of Inhibitory Anxiety on Turnover Intention was not significant ($b = -.25$, $SE = .48$, $t = -.52$, $p = .61$). On the other hand, the main effect of Organisational Support appeared as negative and highly significant ($b = -1.32$, $SE = .35$, $t = -3.72$, $p = .0003$). For the interaction effect of Inhibitory Anxiety and Organisational Support, results did not indicate a significant moderating effect ($b = .16$, $SE = .14$, $t = 1.12$, $p = .27$) (See table 7).

Table 7

Moderation Analysis for Prospective Anxiety

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Inhibitory Anxiety	-.25	.48	-.52	.605	-1.2	.71
Perceived Organisational Support	-1.32	.35	-3.72	.0003	-2.02	-.62
Inhibitory Anxiety x Perceived Organisational Support	.16	.14	1.12	.267	-.12	.44

Discussion

The first hypothesis of the study, which states that there would be a prediction effect of higher intolerance of uncertainty on higher levels of turnover intention was not supported by the results. However, there was a significant positive correlation between those two variables, which indicates that as reported intolerance of uncertainty increases, reported turnover intention increases as well.

The second hypothesis expected a moderation effect of perceived organisational support on the relationship between intolerance of uncertainty and turnover intention. To elaborate further, it was anticipated that perceived organisational support was going to be an important

factor that affects employee's intentions of looking for another job, when they are intolerant of uncertainty. It was hypothesized that when employee's perceive organisational support high, they will be less intended to change their job due to this support and feeling of being valued by the organisation they are working at. The results of the study failed to find a significant moderation effect of perceived organisational support on the relationship between intolerance of uncertainty and turnover intention, therefore second hypothesis was not supported. On the other hand, even though it was not hypothesized, the main effect of Organisational Support on Turnover Intention appeared negative and highly significant. Which shows that when Organisational Support is perceived high by the employees, their intention of turnover decreases, and when they perceive low levels of organisational support, they report that they are more intended to change their jobs.

After testing two main hypothesis, two more Process Analysis conducted to figure out the effect of two dimensions of Intolerance of Uncertainty, Prospective Anxiety, and Inhibitory Anxiety and its relationship with Turnover Intention, moderated by Perceived Organisational Support. The findings showed that, Prospective Anxiety had no main effect on Turnover Intention, while Perceived Organisational Support was negative and highly significant. Interestingly, Perceived Organisational Support had a marginal significant moderation effect on the relationship between Prospective Anxiety of Intolerance of Uncertainty and Turnover Intention. To explain further, results showed that when Prospective Anxiety is low and Organisational Support perceived high, employees reported fewer turnover intentions. For Inhibitory Anxiety component, there was no significant main effect on Turnover Intention. Similar with other two analyses, Perceived Organisational Support had a significant negative main effect on Turnover Intention but no significant moderation effect on the relationship between Inhibitory Anxiety and Turnover Intention.

To conclude, even though both hypotheses of the paper was not supported, perceived organisational support showed a significant main effect on Turnover Intention. Which shows that, how employees perceived their organisations, whether they feel supported or not is more important on their job-changing decisions. Furthermore, the marginal significant interaction effect of Prospective Anxiety and Perceived Organisational Support highlights that when employees report low levels of anxiety about future events due to uncertainty, and when they feel supported by their organisation, they have less turnover intention.

Limitations, Practical Implications and Further Research

The study has a few limitations. The first one is culture. Even though the data collected from employees with different culture and backgrounds, most of them reported that they were Dutch. Further research could focus on these dynamics in different cultures. For example, Dutch culture is individualistic, however it could be interesting to see if the results will remain the same in a more collectivistic culture such as Italian, Portuguese, or Asian (Heu et al., 2018). Another limitation is that no attention checks were included in the questionnaires, and there is a possibility that some of the participants gave their answers randomly or maybe they were reluctant to reply to so some questions in the uncertainty scale. If so, it affects the data quality and the validity of the statistical analyses. Lastly, the process analysis by Hayes (2022) might some effects to be less significant. Other statistical analyses, such as regression could give different results between variables due to increased degrees of freedom.

The current study highlights the importance of perceived organisational support and the role of uncertainty on employee intentions. Relying on these results and wide range of studies in the literature about organisational support, interventions could be developed to decrease turnover

by taking actions regarding increasing organisational support and also training employees to be more resilient to prospective anxiety part of uncertainty. Especially Human Resources departments of organisations, and HR policy advisors could be benefitted from the study, specifically if they suffer from high turnover rates. The study will help organisations to understand the importance of organisational support and intolerance of uncertainty and create better organisational structures that care and support employees. While it decreases employee turnover, it will also increase the harmony in the workplace.

Future research can focus on understanding which elements cause employees to perceive organisational support high and which improvements organisations should make to increase make employees feel more supported. It is important to understand the dynamics and causes of turnover intentions and how to make employees less intended to leave the company.

Furthermore, there could be a third factor that influences both how employees perceive organisational support and their turnover intention. This third element could be their wage, they could perceive they are supported due to high salary and also, they might not search for a new job due to their satisfaction with their salary. Or it can be their working settings, they could be working remotely and therefore feel that they are being supported by the organization and not intended to change their jobs since it is difficult to find a remote job. If future research finds a third factor that causes employees to perceive high organisational support and decrease their turnover intentions, this factor could help organisations to have a shortcut to make their employees feel satisfied with the company they are working at and decrease turnover.

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Appendices

Appendix A

Intolerance of Uncertainty Scale by Carleton et al. (2007).

5-point scale from 1=“not like me at all” to 5=“very much like me.”

Prospective Anxiety:

1. Unforeseen events upset me greatly.
2. It frustrates me not having all the information I need.
3. One should always look ahead so as to avoid surprises.
4. A small, unforeseen event can spoil everything, even with the best of planning.
5. I always want to know what the future has in store for me.
6. I can't stand being taken by surprise.
7. I should be able to organize everything in advance

Inhibitory Anxiety:

8. Uncertainty keeps me from living a full life.
9. When it's time to act, uncertainty paralyzes me.
10. When I am uncertain I can't function very well.
11. The smallest doubt can stop me from acting.
12. I must get away from all uncertain situations

Appendix B

Perceived Organizational Support Scale by Eisenberger et al. (1986).

The response categories ranged from 1 (Strongly disagree) to 5 (Strongly agree).

1. The organization values my contribution to its well-being

2. If the organization could hire someone to replace me at a lower salary, it would do so
(reverse scored)
3. The organization strongly considers my goals and values
4. The organization really cares about my well-being
5. The organization is willing to extend itself in order to help me perform my job to the best
of my ability
6. The organization feels there is little to be gained by employing me for the rest of my
career (reverse scored)
7. If I decided to quit, the organization would try to persuade me to stay
8. The organization takes pride in my accomplishments at work
9. If my job were eliminated, the organization would prefer to lay me off rather than transfer
me to a new job (reverse scored)
10. The organization tries to make my job as interesting as possible

Appendix C

Turnover Intention Scale by Walsh et al., (1985).

Scale includes 5 items in 5- points Likert Type (disagree-agree).

1. I am starting to ask my friends/contacts about other job possibilities.
2. I am thinking about quitting my job.
3. I intend to leave this company within the next 6 months.
4. I often look to see if relevant positions in other firms are open.
5. I am thinking about contacting a recruiter about other job possibilities.

Appendix D

Histogram for assumption of normality

