



Article Title

The Effects of Coworker and Perceived Organizational Support on Hotel Employee Outcomes: The Moderating Role of Job Embeddedness [Summary]

Citation

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Abstract

The purpose of this study is to develop and test a research model that examines job embeddedness as a moderator of the effects of coworker and perceived organizational support on turnover intentions and service recovery performance. The model also tests the impacts of coworker and perceived organizational support on the aforementioned job outcomes. Data were gathered from a sample of full-time frontline hotel employees with a 1-month time lag and their immediate supervisors in Cameroon. The results of hierarchical multiple regression analysis reveal that job embeddedness moderates the relationship between coworker support and turnover intentions. The results also show that job embeddedness acts as a moderator of the effects of perceived organizational support on turnover intentions and service recovery performance. Consistent with the study predictions, coworker support alleviates turnover intentions, whereas perceived organizational support increases service recovery performance. Implications of the empirical findings are discussed and future research directions are offered.

Summary:

The results of this study provide useful implications for practitioners. It should be acknowledged among managers that employee retention cannot be achieved purely through money. Specifically, managers should make sure that they recruit and select the most suitable individuals for the organization. Such individuals' values, career goals, and future plans should fit well with the organizational culture and the demands of their jobs. Otherwise, it would be difficult to retain these employees in the organization.

It is also important to train frontline employees concerning the critical role of coworker support. This could be done via experiential exercises and case studies. Since such employees have intense face-to-face or voice-to-voice interactions with customers, they are likely to be faced with various problems they may not be able to handle. Therefore, they may be in need of support surfacing from their coworkers. The availability of coworker support appears to be essential, because coworker support alleviates turnover intentions, and job embeddedness moderates this relationship. In addition, employees should perceive that the organization rewards their efforts and cares about their well-being. This is critical, since job embeddedness moderates the effects of perceived organizational support on both turnover intentions and service recovery performance.

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