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**EXPLORING THE RELATIONSHIP BETWEEN ORGANIZATIONAL SUPPORT AND
EMPLOYEE OUTCOMES- A CASE OF SERVICE SECTOR**

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KEYWORDS	ABSTRACT
Perceived Organizational Support, Employee outcomes, Banking Sector,	The purpose of this research is to analyze significance of the organizational support in managing employees' job satisfaction, motivation and turnover intention in banking sector of Pakistan. As banking sector of Pakistan is the major contributor towards economic growth and development. Further these variables are analyzed by taking the case of Lahore which is the 2nd largest city of Pakistan based on its contribution toward total population of country. By using simple random sampling technique list of branches were chosen as sample from public and private banks. The data was collected through self-administered structured questionnaire. 400 questionnaires were distributed to top, middle level managers. 360 were received filled. 347 questionnaires were used for the analysis quoting response rate of 87%. Results validate the proposed relationship. The study concluded that the perceived organization support holds value among employees as it is found that in the presence of support, they remain satisfied, motivated and stick to banks.
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INTRODUCTION

Nowadays organizations are clear about fact that employees are most important among all the factors of production (Hosseini, 2014). Due to this fact companies requires the best techniques through which they can employ, retain and motivate good workers (Spector, 1997). Employee behaviors like job satisfaction and turnover intentions are very important in relation to company performance (Alniacik et al., 2011). Work motivation has remained an important topic among philosophers and theoreticians such as Aristotle, Adam Smith, Sigmund Freud and Abraham Maslow. They made efforts on explaining relation of human behaviors with work motivation (Nitin et al., 2008). Tett and Meyer (1993) define turnover intention as the willingness of employees to seek another job. Arshadi and Shahbazi (2013) discussed that there are many benefits of retaining good performers like more satisfied customers, quality advance, real succession planning and increase in organization learning

and knowledge. Turnover is very popular topic researched in organization behavior (Price, 2001; Hom & Griffeth, 1991).

Saleem et al. (2013) discussed about definition of job satisfaction as degree of likeliness of employees towards job. Cranny et al. (1992) discussed that number of studies conducted on job satisfaction are more than five thousand. Ellickson and Logsdon (2001) stated that more output, organizational efficiency, the loyal employees, earnings and less absence are related with job satisfaction. Baron (1983) defined motivation as set of processes which helps in achieving goals by giving direction to behaviors. Danish and Usman (2010) further discussed that employees having high motivational level is great source of meeting goals and plans plus bringing growth, efficiency and good performance in current environment. In short, helps in achieving a lot. The above discussion shows that employees' satisfaction, motivation and retention is very necessary for the success of the company. So, need is to consider factors on which these behaviors of the employees are dependent. This work will focus on perceived organizational support. Number of researches have studied relation of POS with JS (Colakoglu & Culha, 2010; Kwak et al., 2010; Pathak, 2012; Fu et al., 2013); with WM e.g. (Mitchell et al., 2012; Gillet et al., 2013); and with ETO e.g. (Dawley et al., 2010; Lobburi, 2012; Arshadi, 2011).

LITERATURE REVIEW

Perceived organizational support is a feeling by employees that how much they are cared and their work admired by the organization (Eisenberger, et al., 1986). This study will work on banking sector of Pakistan. Banking sector started establishing in Pakistan since 1947 (Saleem, et al., 2012). It is obvious that growth of economy is based on its financial system. In Pakistan, banking system accounts for 95% of financial sector and have contributed positively towards country economic growth (Aurangzeb, 2012). An author discussed that present trade and commerce cannot work without banking system. This system act as a main source of financial intermediation (Akhtar, 2002). Perceived organizational support was formally introduced in 1980s (Zagenczyk, 2001). It is a feeling by employees that how much they are cared and their work admired by the organization (Eisenberger et al. 1986). While organization support is defined as the situation in which organization cares about employees' welfare and do efforts to make them happy, perceived organizational support means that employees are familiar with this fact and feel safe plus supported (Nayir, 2012). It is employees' thinking regarding what organization has done for them (Liu Wei, 2004). In this connection, Eisenberger et al. (1997) stated that support provided by organization is differently evaluated by the different employees due to importance which they attach to various support elements.

Perceived Organizational Support & Job Satisfaction

Job satisfaction is defined as the positive feelings of employee towards his job which are based on an assessment of job characteristics (Robbins & Judge, 2007). In other words, it

is "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences". These definition highlights two important components of job satisfaction: Evaluation, feelings and thinking (Locke, 1976). Ahmad and Yekta (2010) studied relations of perceived organizational support with the intrinsic and extrinsic job satisfaction. Results showed that extrinsic satisfaction can be derived from organizational support but not the intrinsic satisfaction. Gender difference can be observed regarding the impact of perceived organizational support on job satisfaction. It was concluded that if men and women have same perceived organizational support, women remain satisfied and feel psychologically better as compared to men (Yáñez & Figueroa, 2011). A research concluded that perceived organizational support is positively related to job performance with mediating effects of job satisfaction (Gaub et al., 2014). One research stated that organizational support act as moderator in relationship between organizational stress and job satisfaction. Results show that perceived organizational support reduces effect of stress and thus indirectly increases job satisfaction (Pathak, 2012).

Perceived Organizational Support & Work Motivation

Word motivation has its root in term "moti" and is derived from a Latin word "Movere" which means move (Can, 2015). Motivation is internal process which defines the direction of activity plus the energy/effort an individual will apply for doing that task (Alexy, et al., 2004). A comparative study on public and private banking sector of Pakistan showed that public sector employees are more motivated by supportive supervisor and coworker than the private sector employees (Rashid & Rashid, 2012). Allen et al. (2003) concluded that the turnover intention and actual turnover are both negatively correlated with perceived organizational support. Another study conducted in the banking sector of Pakistan showed that friendly supervision is very necessary for keeping employees motivated (Akhtar et al., 2014). Organizations should focus on career success, perceived organizational support and self-esteem so as to make employees stick to organization (Liu et al., 2015). Wangombe et al. (2014) stated that the perceived organizational support improves organizational climate through employees' motivation, workplace decluttering etc. Taghipour and Dejbani (2013) concluded that work motivation act as a mediator between perceived supervisor supports and job performance.

Perceived Organizational Support & Turnover Intention

Turnover intention is defined as the willingness of employees to seek another job (Tett & Meyer, 1993). Jacobs and Roodt, (2007) defined turnover intention as mental state in which employee is deciding either to stay or leave organization. In a big country of Pakistan, city of Lahore will be the target geographic area. It is the second largest city of Pakistan and is the capital of the Punjab. Population of this city is about 9 million people. Many studies regarding relation of perceived organizational support and turnover intention are present in existing literature. Allen et al. (2003) concluded that the turnover intention and actual turnover are both negatively correlated with perceived organizational support. A study led

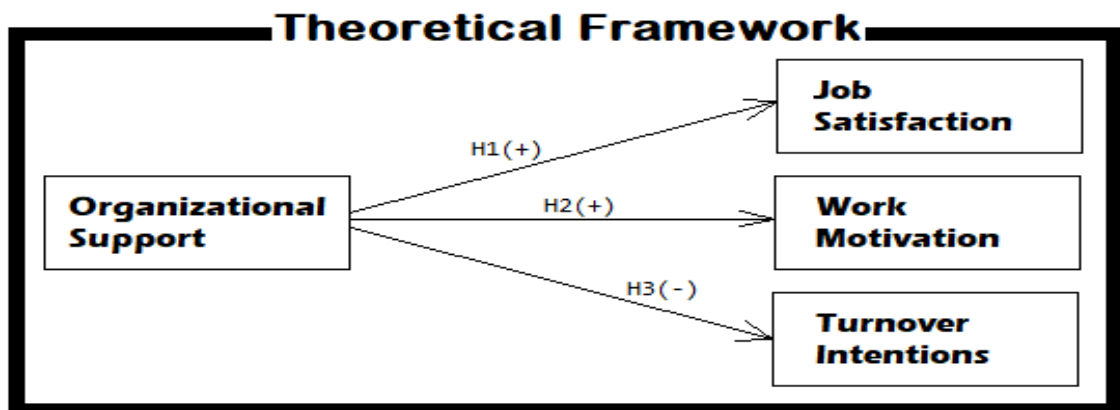
on pharmacists of Lithuania found that those who perceive support from organization are more committed and have less intention of leaving (Urbonas et al., 2015). So, organization should focus on career success, perceived organizational support and self-esteem in order to make their employees stick to organization (Liu, et al., 2015). Schalkwyk et al. (2011) found that if organizational support (role clarity, participation in the decision-making and supervisory relationships) is given to those who suffer from bullying they will have less intention to leave company.

Hypotheses Development

Pathak (2012) discussed that POS act as moderator in relationship between organizational stress and job satisfaction. Results indicated that POS reduces effects of stress and thus indirectly increases job satisfaction. Colakoglu and Culha (2010) established that POS has direct relationship with job satisfaction. Moreover, job satisfaction act as a partial mediator between POS and dimensions of the organizational commitment. This study suggests first hypothesis as: Mitchell et al. (2012) conducted research on acceptance and usage of IT. Results showed that POS led to increased autonomous motivation and thus POS is related to acceptance of IT (H₁). Tremblay et al. (2009) found the positive relationship (significantly linked) between organizational support, work environment and self-determined work motivation (H₂). A study conducted on pharmacists of Lithuania found that those who perceive support from organization are more committed and thus have less intention of leaving (H₃) (Urbonas et al., 2015).

- H₁:** Perceived organizational support positively relates to job satisfaction in banking sector of Pakistan.
- H₂:** Perceived organizational support directly effects work motivation in banking sector of Pakistan.
- H₃:** Perceived organizational support negatively influences turnover intention of the employees working in banking sector of Pakistan.

Figure 1 Theoretical Framework



RESEARCH METHODS

This research is quantitative and is based on primary data. Questionnaire were used. Banks were physically visited. Initially a pilot study was as conducted to check the reliability and validity of scale. After having acceptable reliability, data was collected from respondents by making maximum of three attempts to collect data (where required) before quoting the response rate in SPSS.

Population

Population of this study involves all banks in Lahore. Random sampling technique is used to select branches from lists of banks available at website of State bank of Pakistan. These branches (public & private) were become part of survey. Data was gathered from 100% employees of one branch. Target number of respondents are 400. It includes employees (grades OG3 to OG1).

Instrument

Survey based structured questionnaire were used for the data collection. Questionnaire has two parts. First part covers the demographic information of the respondents whereas the second part covers items for independent and dependent variables of the study. Perceived organization support was measured by using 8 items which are adopted from Hochwarter et al., (2003). Job satisfaction was measured by using five items scale used in research of Hochwarter et al., (2003). 3-items scale of Khatri et al. (1999) was used to measure employee turnover intention. 8 items scale is used to measure work motivation which is adopted from Saleem et al., (2010). Responses for each item were recorded on seven-point Likert scale, ranging from 1: strongly disagree and ends at strongly agree: 7. The questionnaire consists of total 29 items.

RESULTS AND DISCUSSION

The correlation analysis is done to find out the direction and strength of linear relationship among two variables. Out of many statistics used in this drive, Pearson correlation is adopted for this study. It is mainly used in case when there are two continuous variables. Pearson’s correlation coefficient ranges from -1 to +1 (Pallant, 2005).

Table 1 Result of Pearson’s Correlation Analysis

Variables	ETI	JS	POS
Employees Turnover Intentions (ETI)	1		
Job Satisfaction (JS)	-.080	1	
Perceived Organizational Support (POS)	-.133*	.381**	
Work Motivation (WM)	.230**	.416**	.448**

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

N= 347

Table 1 presents following results. Perceived organizational support is significantly correlated with employee turnover intention at ($p < 0.05$) along with the job satisfaction and work motivation at ($p < 0.01$). There exists weak negative relationship between the perceived organizational support and employee turnover intention ($r = -.133$) while relation of the perceived organizational support with job satisfaction ($r = .381$) and work motivation ($r = .448$) is moderate and positive. Therefore, it can be said that increasing the perceived organizational support is accompanied by little decrease in employees' intention to quit but a prominent rise in employees' satisfaction and motivation can be seen along with increase in perceived organizational support. In this connection, based on results, the said hypotheses H_1 , H_2 , H_3 are accepted.

Regression Analysis

Simple linear regression is used to assess influence of independent variables i.e., perceived organizational support on dependent variables i.e., job satisfaction, work motivation and employee turnover intention.

Table 2 Hypotheses Testing- Regression Analysis

Hypotheses	R2	F	t	β	Sig.	Decision
H1: POS positively relates to job satisfaction in banking sector of Pakistan.	0.296	38.473	4.355	0.269	.000	Accepted
H2: POS directly effects work motivation in banking sector of Pakistan.	0.382	71.991	4.566	0.311	.000	Accepted
H3: POS negatively influences turnover intention of employees working in banking sector of Pakistan.	0.26	3.098	-2.082	-0.241	.000	Accepted

R2 explains the goodness of fit (Advani & Tariq, 2014). R2 indicates proportion of variation in dependent variable which is explained by the independent variables (Abbasi & Rana, 2012). Value of $R^2 > .25$ is considered acceptable (Alvi et al., 2014). Here R^2 of 0.296 show that 29.6% variation in job satisfaction is explained by perceived organizational support. It indicates that 38.2% change in work motivation is explained by perceived organizational support. R^2 value of 0.26 indicates that 26% of variation in employee turnover intention is clarified by perceived organizational support. F value shows how significantly independent variables influence dependent variable (Ejaz, 2012). It depicts the overall significance of model. In other words, it discusses that how much significantly it can be said that R^2 is not equal to zero (Vijay, 2000).

The high value shows high significance (Ejaz, 2012). As p-value is 0.000 i.e., less than 0.05, it shows that total model is significant. F value of 38.473 show that perceived organization support significantly influence the job satisfaction. F value of 71.991 depicts that perceived organizational support significantly influence work motivation. For relationship between

perceived organizational support and employee turnover intention, F value of 3.098 with p-value less than 0.05 depicts that overall model is significant. In H1, $\beta = .296$, which depicts that one unit change in the POS results in 26.9% change in the JS. For H2, $\beta = 0.311$, which interprets that single unit change in POS causes 31.1% change in WM. H3, $\beta = -0.241$ which shows that one unit change in POS causes 24.1% change in ETO. So, in the light of above discussion, results reflect significant association among variables and accepts all the proposed hypotheses of study.

CONCLUSION

This study provides perfect solution for the current issues of lack of satisfaction, low motivation and turnover intention in the banking sector of Pakistan by having objective to find the impact of perceived organizational support on employee satisfaction, their motivation and their turnover intention. Perceived organizational support holds value among employees as it is found that in the presence of support, they remain satisfied, motivated and stick to banks. Results put forward that perceived organizational support is a dominant contributor towards job satisfaction (26.9%) and turnover intention (-24.1%) and work motivation (31.1%). Employees remain satisfied and stick to organization if they get a highly supportive organization even in absence of fair compensation, but this is not the case with their motivation level where compensation also holds importance along with the presence of support.

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