

A STUDY OF IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON JOB SATISFACTION, EMPLOYEE ENGAGEMENT AND TURNOVER INTENTION, IN BPO

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ABSTRACT:

In HR we have studied that before starting an organization there are three things that are necessary: Land, Capital and Manpower. And it is not an unknown fact that manpower tops the priority list. But it is a very sad fact to know that the manpower is not given proper importance because of which the job satisfaction declines and it furthermore provokes the employee to leave the job which is often known as turnover. The term 'importance' here will be linked with perceived organizational support and this article will further talk about the need, impact and importance of POS to overcome the problem of turnover in BPOs. The main purpose of this study is to understand the role of POS and see how it actually affects JS, TI and EE. POS is a term that is still not recognized by many organizations as a key factor to improve the level of satisfaction among the employees and therefore this study will help to create an impacting relationship between them. Furthermore, the managers are not able to understand the key reason of why the employees are leaving their jobs and show level of dissatisfaction. It is the duty of the manager to keep an eye on the various sources required for an employee which he is seeking for; on the other hand the employee also have a responsibility to understand that all his needs can never be satisfied and to get a level of satisfaction he needs to fulfil the requirements of the company also. Various variables are taken into account to study the factors of TI of BPO employees, such as, JS, EE, and POS. To study this both primary and secondary data are collected. Questionnaires have been distributed to five BPOs including questions of JS, EE, TI and POS. With the rate of turnover increasing day by day it is about time we study the root cause and solve it as soon as possible to maintain a balance and not lose competent and potential workforce.

KEYWORDS: Perceived Organizational Support, Job Satisfaction, Employee Engagement, and Turnover Intention.

“The employees who believe that the management is concerned about them as a whole person and not just an employee- are more productive, more satisfied and more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability”

-Anne M. Mulcahy, former CEO of Xerox

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1. INTRODUCTION:

India is home for potential, encouraging and innovative mind. Every citizen of India is responsible for the success of the company they are working for. Without them the survival of the companies are never possible. Since they have come together to achieve some specific goals the company and its workforce are interdependent on each other. The Wall Street Journal has pointed out in the year 2015 that India's workforce is growing by 12 million each year. Which means that every year we are having 12 million increase in innovation. But even after having such a large number of skilled workforces it is hard to now maintain them in the organization for long. And it comes with a question: why is it hard to maintain them in the organization? The answer lies within the organization. The employees are lacking in getting what they are seeking for. There is a lack of satisfaction among them which is why they leave the organization. According to Kottke and Sharafinski, 1998 the employees form their general beliefs regarding the extent to which their organization values their contribution and show concern for their wellbeing. Usually, an organization focuses upon its customers to gain maximum level of profits but they are unaware of the fact that an unsatisfied customer may tell ten people about it but an unsatisfied employee will tell thousands of people about his experience in the company. Here, comes the concept of Perceived Organizational Support developed by Eisenberger and Rhoades in their Organizational Support Theory. POS is actually the degree showing that to which extent an organization is valuing their contribution and is caring for their wellbeing. It is true that POS is not a well-known and widely used term today but it may be considered in the future to decrease the turnover ratio.

The researchers paid more emphasis on the concept of POS as a key analyst of the turnover intentions of the employees (Maertz et. al, 2007). They say that when an organization lacks POS it decreases the level of JS due to which the employees are less engaged in their work and finally they feels to finally leave the organization. POS was mainly founded on an assumption that the employee seeks their organization's care and attention towards their work and their contribution.

When the revolutionary research on POS by Eisenberger, Hungtington, Hutchington and Sowa in 1986 was published it encouraged other researchers to further assume and test POS with various other variables such as organizational justice, politics, participation in decision making and supervisor support. The final results of POS after different research and testing were founded as increased level of job satisfaction, high level of performance, employee's commitment and reduction in turnover intentions.

HOW POS CAN BE MEASURED?

POS can classically be measured with an eight-item POS scale which was used by **Hekman et al., 2009**. Certain questions are related with the measurement of POS-

My organization gives importance to my opinions.

My organization will help and support me for an unintentional mistake on my part.

My organization provides help and support to overcome every obstacle.

My organization takes proper care of my comfort.

Apart from the organizational goals my organization also focuses on my personal objectives.

If I am I need of special care, I get that care from my organization.

If provided opportunity, my organization may take advantage of me (reverse)

My organization gives very little concern for me (reverse)

THE 8 TACTICS OF POS:

The 8 tactics of POS were pointed out by **Robert Eisenberger et al., 2016** as follows:

S.NO	TACTICS
1	Implement flexible workforce services that are supportive
2	The making of management practices should be fair and equitable
3	The goals and rewards should be attainable and proportionate
4	Offer modified benefits to the workforce
5	Support the supervisors so that they raise POS in their subordinates
6	Provide training to the subordinates to be supportive
7	Encourage high social networks
8	Before the employment starts, the organization support should be started

Implement flexible workforce services that are supportive:

Often we have heard of favourable treatment being provided to the employees such as job security, great opportunities for promotions, growth opportunities and better pay scales. But these favourable treatments are not always responsible for the increase in POS. The employees are well aware of the fact that these benefits provided to them are not always related to their welfare but are due to certain motives that the organization wants the employees to fulfil. According to **Eisenberger, Cummings, Armeli and Lynch, 1997** when the employees feel that their organization is providing them favourable conditions at that time the POS was six times stronger. A successful company will always provide a collection of benefits to their employees such as educational opportunities, retirement programs and benefits, extra time to work on personal projects etc. with the motive to attract them and keep them highly motivated.

The making of management practices should be fair and equitable:

According to **Kurtessis et al., 2015** an organization's management practices and policies and procedures play a major role contributing towards POS because it is believed that the organization's policies and procedures are strongly related to the employee's long-term interests. In this way when an organization treats their employees fairly and equitably it creates a sense of concern for their well-being. As a result shown by the study of **Rhoades and Eisenberger, 2002** fair treatment is amongst the strongest driver of POS. The fair treatment includes:

Procedural Justice- it includes the fairness of the steps involved for the distribution of pay, promotions and job assignments.

Distributive Justice- it includes the fairness of the outputs which arise from the procedural justice.

Interpersonal Justice- it involves the fair treatment of the employees by providing them respect and dignity.

Informational Justice- it involves the adequate and essential job related information required by an employee.

The goals and rewards should be attainable and proportionate:

Suitable rewards and recognition are high drivers of POS. When the rewards and recognition of an organization are appropriate then it increases the performance level of an employee and an environment is promoted where an employee expects to gain high rewards in return of his performance. **Eisenberger, Rhoades and Cameron, 1999** said that this expectation of the employees indicates that the organizations are giving importance to the employee's contributions. This will not only increase the employee's will to perform at a high level but also serve to improve their POS.

According to **Haneman and Coyne, 2007** 'total reward system' is that type of compensation strategy that is gaining importance in organizations and may serve as a strong contributor of POS. Such type of compensation system includes various types of rewards and recognition such as pay package, performance appraisal and social recognition.

Offer modified benefits to the workforce:

The benefits that are provided to the employees mostly convey the strong positive valuation the organization has for its employees. Research found that the benefits provided to the employees to balance out their work and family accountabilities were positively related to POS (**Lambert, 2000**). This shows that how an organization can enhance their POS through accepting the special needs of their employees.

However, when an organization provides some kind of selective benefits to some employees it may create a feeling of resentment among the left out employees. Therefore, the organizations should endeavour to take care of the requirement of all the employees to minimise the feeling of resentment.

Support the supervisors so that they raise POS in their subordinates:

The supervisors act as representatives of the organizations which are responsible for acting out management activities such as planning, organizing, directing, evaluating and coaching subordinates plays a key role in keeping a watch that the goals and objectives of the management are implemented. The subordinates who feel that they are being supported by their superiors are helpful in increasing the level of POS (Shanock and Eisenberger, 2006).

Therefore, to enhance POS even the superiors should be trained to provide favourable treatment to the employees so that they could feel a sense of belongingness among themselves.

Provide training to the subordinate to be supportive:

The superiors have more power over the subordinates and they look for their subordinate's contributions towards the organization. The superiors form a general belief by looking at the valuation the subordinates contribute towards the emotional, social and organizational objectives. A study conducted by **Eisenberger, Wang, Mesdanghinia, Wu and Wickham, 2013** it came into light that organization support theory was extended to include supervisor perceptions about group support that they achieve from their subordinates. As a result the subordinates provide high level of positive response towards the fact that they get proper care and response from their superiors.

Encourage high social networks:

A good and high organizational social network helps to provide a web of good interpersonal relationships as well as good friendship work-life environment (**House, Umberson and Landis, 1988**). Fresher employees who get surrounded in a good social network often adapt successful work environment. Because they view their organization as supportive and caring, the study have proposed that POS can be improved through introduction of various programs and encourage social network environment in the workplace such as mentoring, team projects and informal social gatherings.

Before the employment starts, the organizational support should be started:

A positive or negative treatment given to an employee before he is employed in the organization creates employee expectations related to future treatment, including organizational support. Here, a term 'anticipated organizational support' comes into light which refers to extent to which potential employee expects that they would be valued and cared by their organization. **Zheng et al., 2013** stated that the result of this is high anticipated organizational support continues to enhance POS.

There are numerous ways to promote the anticipated organizational support such as reliant care and flexible scheduling (**Casper and Buffardi, 2004**)

These 8 tactics were formed and introduced with the motive to encourage POS in the organization where an organization cares for the contribution and their well-being. POS have a number of benefits for both an organization and the employees such as boosted morale, increased job satisfaction, decrease in turnover ratios and increased happiness and reduced stress.

2. OBJECTIVE OF THE STUDY:General Objective:

To identify the factors affecting the employee's turnover intention in BPO sector in Dehradun.

Specific Objectives:

To determine the relationship between perceived organizational support (POS) and job satisfaction of an employee in BPO sector.

To determine the relationship between perceived organizational support and employee's turnover intention in BPO sector.

To determine the relationship between perceived organizational support and employee engagement in BPO sector.

To determine the relationship between alternative job availability and turnover intention.

3. LITERATURE REVIEW AND HYPOTHESIS:

LITERATURE REVIEW

POS:

Levinson 1965 noticed that the tasks done by the individuals within the organization are not watched as personal tasks or motives, but rather as organizational tasks. Because the superiors act as agents of the organization, they have an authority for giving directions, doing evaluation, and supporting their subordinates. Therefore, up to an extent, employees will see a positive and negative job interaction with their superiors to indicate the support or lack from the organization, pointing out a reasonable relationship between perceived supervisor supports (PSS) and POS.

According to **Deci and Ryan (1987)** the organization that supports to build a healthy working environment by showing their concern for their employee's needs, wants and requirements; and provides positive feedbacks and encourages them for their hard work and efforts and helps them to solve the mistakes they do will develop new skills & abilities.

As mentioned by **Kottke and Sharafinski (1988)**, the employees form a general belief of their organization depending upon the extent to which their superiors try to understand their employee's efforts and hard work.

Rhoades & Eisenberger (2002) considers that POS is the most crucial source of fulfilling socio-emotional needs by imparting to EE. This leads to commitment from the employees and a stable workforce (i.e. less turnover ratio). For the employer, POS creates an environment that can be easily managed and a healthy cultural environment will less chaos, less fights, less misunderstandings etc.

EE:

According to **Eisenberger et. al., (1986)** rewards and the incentives are an important factor required to maintain EE, dedication, commitment and honesty. He pointed out that these variables reflect the organization's willingness to meet the employee's emotional and societal needs.

Purcell et al. (2003) pointed out that EE is applicable only if there is proper accountability of responsibilities between the whole management and their employees.

Eisenberger, 2002 explored that the employees tend to offer their faithfulness, devotion and hard work in social exchange relationship through reduced absenteeism and turnover along with increased productivity.

According to **Beardwell and Claydon (2007)** EE is seen as a main belief of 'soft' HRM, where the main emphasis is on taking ideas of their employees and maintaining their well-being.

TI:

Turnover intention is a careful and cognizant wilfulness of a worker to go away (**Tett and Meyer, 1993**).

When an employee decides to leave an organization it creates lot of unfavourable costs (direct and indirect) to the employer (**Hom and Grifoth, 1995**).

Today's growing needs of every individual is the reason he wants a job. He indulges in a job so that he can fulfil all his needs and wants. But now these needs are gradually increasing which brings the feeling of greed and weakness; growing his/her turnover intentions (**Diener and Fujita, 1997; Thornton and Moore, 1993**).

Rhoades and Eisenberger's 2002 study pointed out that rewards such as job enrichment, promotions, and compensations decreases the ratio of turnover intentions. A proper linkage has been drawn between POS and TI.

One of the study delivered by **ASSOCHAM** (Associated Chambers of Commerce and Industry of India) showed that during December 2010 and April 2011, the turnover rate in BPO's has increased by 15% i.e., 55% from 45%.

Vibha Gupta (2013) pointed out that the term 'turnover' is very dangerous in the organizational term, because turnover & absenteeism increases the cost of the organization. And that it is also very disturbing fact to know that the organization do not take proper steps to eliminate such costs. According to the Department of Human Resources (MSource BPO, Indore), the turnover rates for the permanent employees were 15.6% in the year 2009 whereas in 2012 it was 35%. It also pointed out the turnover rates for temporary employees which were 77% in 2012. The cost incurred due to such turnover was vast.

JS:

Locke, 1976 defined JS to be a gratifying positive socio-emotional state which is generated from one or other person's appraisal of job experiences. Whereas other authors have defined it as how happy and satisfied an individual is in his/her work.

Eisenberger et al., 1986 has directly linked POS with JS as his study showed that when the socio-emotional needs of the employees are fulfilled by the organization it leads them to put more efforts.

A study conducted by Brian Rutherford, James S. Boles et al., 2010 proved that POS was the sole predictor of the three facets of JS namely, Satisfaction level related to job, Pay package and the Co-workers.

C Bravo-Yanez, 2011 studied that POS is a variable which is strongly related with JS and employee's well-being. It is globally accepted fact that the employees form positive perception towards the organization when it cares about their well-being and values their contribution. This perception is required highly by the organization as it:

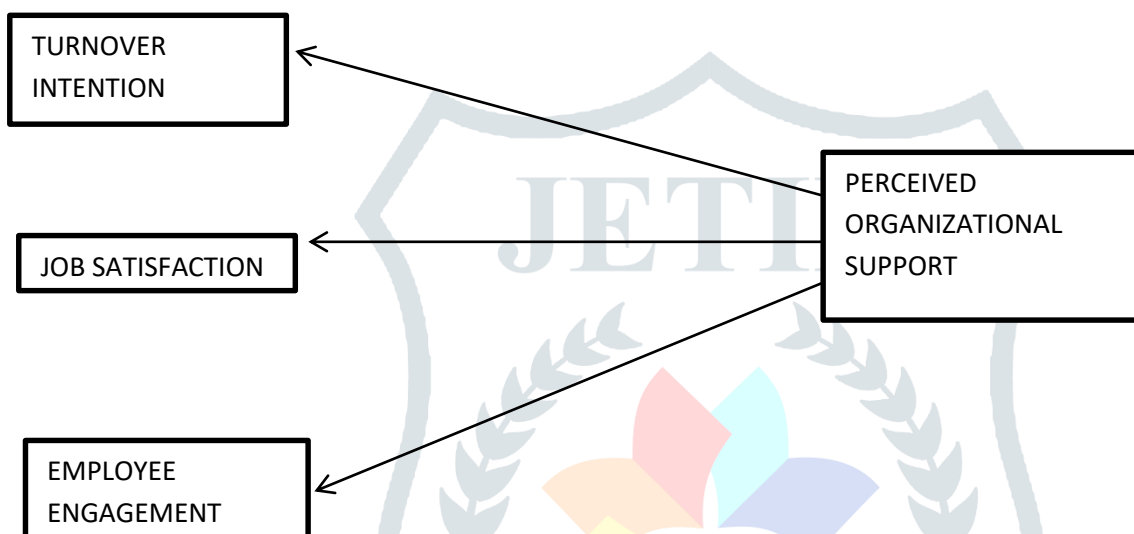
Increases the employee's attachment for the organization

Strengthens the expectations of the employee for their rewards in return for working harder

Increases the JS when proper support is provided to each individual

HYPOTHESIS DEVELOPMENT

The following presents the model of POS examined in this study-



4. RESEARCH METHODOLOGY

Research Design:

The design of the research will be an exploratory research.

It will focus on collecting and analyzing data statistically.

Both open-ended and close-ended questions will be prepared.

Data collection:

PRIMARY DATA:

Data on this study will be collected from the employees working in 5 BPO organization located in Dehradun, India.

The data will be collected via a Questionnaire made up of multiple questions.

Questionnaires will be handed over to HR managers of these organizations who will in turn distribute them to their employees.

The respondents will be asked to rate the statements on 5-point scale (1= strongly agree, 2= strongly disagree, 3= partially agree, 4= partially disagree, 5= neither agree nor disagree) as to indicate their agreement to the statements in the questionnaires.

SECONDARY DATA:

It will include the data from secondary sources such as internet, online articles, magazines, research papers, govt. publications and other E-database.

Sampling Design:

Target population- For this study, total number of employees from 5 BPO sectors were the target population.

Sampling elements- The sampling elements for this study were gender, age, educational level, and working experiences of the employees of BPO sector so that these respondents can answer accurately from different perspective to generate test results.

Sampling frame- A total of 5 BPOs were taken to conduct the research to know the impact of POS from different perspective.

Sampling size- Out of the targeted population taken from 5 BPOs a total number of 100 questionnaires were prepared to conduct the test out of which 89 were selected for further study.

5. DATA INTERPRETATION AND ANALYSIS:

HYPOTHESIS 1

H0: There is no significant relationship between POS and employee's turnover intention.

H1: There is a significant relationship between POS and employee's turnover intention.

CORRELATION ANALYSIS:

Correlations

		turnover_intention	pos
turnover_intention	Pearson Correlation	1	.774**
	Sig. (2-tailed)		.000
	N	89	89
pos	Pearson Correlation	.774**	1

Sig. (2-tailed)	.000	
N	89	89

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

INTERPRETATION:

The above table shows a positive relationship between POS and TI. It means that if the POS is improved in an organization it will positively affect the turnover intention of the employees.

REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.599	.594	.38435

a. Predictors: (Constant), pos

INTERPRETATION

The table provides the R and R² values. The R value represents the simple correlation and (the "R" column) indicates a high degree of correlation and R² indicates how much of the total variation in the dependent variable, can be explained by the independent variable. From the above table the value of R = .774 and R² = .599 which means that about 59% variations in the dependent variable- turnover intention is explained jointly by the independent variable- POS.

The next table is the ANOVA table, which reports how well the regression equation fits the data is shown below:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.173	1	19.173	129.790	.000 ^b
	Residual	12.852	87	.148		

Total	32.025	88			
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a. Dependent Variable: turnover_intention

b. Predictors: (Constant), pos

INTERPRETATION

The above table shows that the significance value is less than 0.05 i.e., .000 that means that the regression model is significantly providing the outcome of the variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.409	.224		1.831	.070
	pos	.801	.070	.774	11.393	.000

a. Dependent Variable: turnover_intention

INTERPRETATION

Since the value of significance is .000 which is less than .05 thus null hypotheses is rejected. It means there is a significant impact of POS on Turnover intention. And we can say that if POS is improved in the organization then it will enhance the turnover intention of the employees in the organization.

HYPOTHESIS 2

H0: There is no significant relationship between POS and job satisfaction.

H1: There is a significant relationship between POS and job satisfaction.

Correlations

		job_satisfaction	pos
job_satisfaction	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.002

	N	89	89
pos	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.002	
	N	89	89

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

The above table shows a positive relationship between POS and JS. It means that if the POS is improved in an organization it will lead to increase in Job Satisfaction of the employees.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 ^a	.109	.099	.48011

a. Predictors: (Constant), pos

INTERPRETATION

The table provides the R and R^2 values. The R value represents the simple correlation and (the “**R**” column) indicates a high degree of correlation and R^2 indicates how much of the total variation in the dependent variable, can be explained by the independent variable. From the above table the value of $R = .330$ and $R^2 = .109$ which means that about 10% variations in the dependent variable- **job satisfaction** is explained jointly by the independent variable- **POS**.

The next table is the **ANOVA** table, which reports how well the regression equation fits the data is shown below:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.449	1	2.449	10.623	.002 ^b
	Residual	20.054	87	.231		
	Total	22.503	88			

a. Dependent Variable: job_satisfaction

b. Predictors: (Constant), pos

INTERPRETATION

The above table shows that the significance value is less than 0.05 i.e., .002 that means that the regression model is significantly providing the outcome of the variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.414	.279		5.065	.000
	pos	.286	.088	.330	3.259	.002

a. Dependent Variable: job_satisfaction

Since the value of significance is .002 which is less than .05 thus null hypotheses is rejected. It means there is a significant impact of POS on Job Satisfaction.

HYPOTHESIS 3

H0: There is no significant relationship between POS and employee engagement

H1: There is a significant relationship between POS and employee engagement

Correlations

		employee_engagem ent	pos
employee_engagement	Pearson Correlation	1	.423**
	Sig. (2-tailed)		.000
	N	89	89
Pos	Pearson Correlation	.423**	1
	Sig. (2-tailed)	.000	

N	89	89
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** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

The above table shows a positive relationship between POS and EE. It means that if the POS is improved in an organization it will positively affect the employee engagement in an organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423 ^a	.179	.169	.48967

a. Predictors: (Constant), pos

INTERPRETATION

The table provides the R and R^2 values. The R value represents the simple correlation and (the “**R**” column) indicates a high degree of correlation and R^2 indicates how much of the total variation in the dependent variable, can be explained by the independent variable. From the above table the value of $R = .423$ and $R^2 = .179$ which means that about 17% variations in the dependent variable- **employee engagement** is explained jointly by the independent variable- **POS**.

The next table is the **ANOVA** table, which reports how well the regression equation fits the data is shown below:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.545	1	4.545	18.956	.000 ^b
	Residual	20.860	87	.240		
	Total	25.406	88			

a. Dependent Variable: employee_engagement

b. Predictors: (Constant), pos

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.409	.285		4.946	.000
	pos	.390	.090	.423	4.354	.000

a. Dependent Variable: employee_engagement

Since the value of significance is .000 which is less than .05 thus null hypotheses is rejected. It means there is a significant impact of POS on Employee Engagement.

6. FINDINGS:

1. Out of the total respondents of 89, there were 47.19% of female respondents and 52.81% of male respondents which shows that there were more of male employees than the female employees.
2. Among the 89 respondents there were 1.12% of respondents up to the age of 20 years, 35.96% of respondents of the age of 20-30 years, 30.34% of respondents of the age of 30-40 years and 32.58% of respondents of the age of 40-50 years.
3. Among the 89 respondents, 34.83% were getting the income of 25000-35000, 14.61% were getting the income of 35000-45000, 16.85% were getting the income of 45000-55000, 22.47% were getting the income of 55000-65000 and 11.24% were getting the income more than 65000.
4. Among the 89 respondents, 21.35% of respondents have done their diploma, 46.07% of respondents are graduates, 30.34% of respondents are post-graduates and 2.25% of respondents hold other qualifications.
5. The correlation test shows a positive relationship between POS and TI. It means that if the POS is improved in an organization it will positively affect the turnover intention of the employees.
6. The correlation test shows a positive relationship between POS and JS. It means that if the POS is improved in an organization it will lead to increase in Job Satisfaction of the employees.
7. The correlation test shows a positive relationship between POS and EE. It means that if the POS is improved in an organization it will positively affect the employee engagement in an organization.

7. RECOMMENDATIONS:

1. Additional research is required since the measure of POS is experimental in nature, the consequences of this study are limited.

2. Research should be aimed at measuring POS at workplace as a matter of priority to enhance the job satisfaction and employee engagement.
3. Since this research is limited the future research includes variations in ethnic groups and industry type to build on the theoretical and practical implications since the further knowledge on how ethnic groups and industries react to POS in relation to employee engagement, job satisfaction and turnover intention.
4. Further study is required to understand whether POS is helpful in predicting workplace outcomes.

Since gender, age and qualification affects the satisfaction level of an individual, a different approach to solve the problem of each person should be used.

8. CONCLUSION:

This study has contributed towards POS, turnover intention, job satisfaction and employee engagement literature by documenting that POS predicts high job satisfaction, high employee engagement and lower rate of turnover. The results indicate that the experiences that every employee has in his organization can lead to these intentions. The major reason why this problem of job satisfaction and turnover isn't solving lies between what should be done and what is been done. The managers try to opt for the majority of the actions been taken at the past to solve such problems. But the truth is that every person is having different mind-set, culture, thinking and level of satisfaction. So every employee should receive different approaches to enhance their satisfaction level.

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