

**PERCEIVED ORGANISATIONAL SUPPORT: IMPLICATIONS FOR
ORGANISATIONAL ATTACHMENT IN INFORMATION
TECHNOLOGY SECTOR**

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for the award of the degree of*

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By

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Certificate

This is to certify that the thesis entitled “**Perceived Organisational Support: Implications for Organisational Attachment in Information Technology Sector**” is the record of bonafide research work done by Mr. Manoj Menon under my supervision and guidance at the School of Management Studies, in partial fulfillment of the requirements for the Degree of Doctor of Philosophy under the Faculty of Social Sciences, Cochin University of Science and Technology. It is also certified that all the relevant corrections and modifications suggested by the audience during the pre-synopsis seminar and recommended by the Doctoral Committee of the candidate have been incorporated in the thesis. Plagiarism was checked for the thesis at the University Library, and found to be eight percent, which is within the acceptable limits.

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Declaration

I, Manoj Menon, hereby declare that the thesis titled “Perceived Organisational Support: Implications for Organisational Attachment in Information Technology Sector”, submitted to Cochin University of Science and Technology under Faculty of Social Sciences is the record of the original research done by me under the supervision and guidance of Dr. Zakariya K.A., Professor, School of Management Studies, Cochin University of Science and Technology. I also declare that this work has not been submitted elsewhere for the award of any degree, diploma or any other title or recognition.

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Manoj Menon

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CONTENTS

Chapter - 1

INTRODUCTION 1-6

1.1 *The Context*..... 2

1.2 *Problem of the study*..... 4

1.3 *Objectives of the study*..... 5

1.4 *Structure of the report* 5

Chapter - 2

REVIEW OF LITERATURE.....7-44

2.1 *Introduction*..... 8

2.2 *Variables of the study*..... 9

2.2.1 *Organisational Attachment*..... 9

2.2.2 *Organisational Citizenship Behaviour*..... 14

2.2.3 *Affective commitment* 28

2.2.4 *Employee Turnover* 29

2.2.5 *Organisational Identification* 31

2.2.6 *Organisation-based Self-esteem (OBS)*..... 33

2.2.7 *Perceived Organisational Support (POS)*..... 33

2.2.8 *Job involvement* 40

2.3 *Research Gap*..... 42

Chapter - 3

SCOPE AND METHODOLOGY 45-64

3.1 *Introduction and statement of the problem* 46

3.2 *Objectives*..... 47

3.3 *Theoretical background*..... 47

3.4 *Scope of the study*..... 53

3.5	<i>Significance of the study</i>	54
3.6	<i>Variables in the study and measurement</i>	57
3.6.1	<i>Dependent Variable</i>	57
3.6.2	<i>Independent variable</i>	58
3.6.3	<i>Intervening variables</i>	59
3.6.4	<i>Demographic variables</i>	59
3.7	<i>Hypotheses</i>	60
3.8	<i>Pilot study & Pre-test</i>	61
3.9	<i>Data collection</i>	62
3.9.1	<i>Population</i>	62
3.9.2	<i>Sampling Design</i>	63
3.9.3	<i>Data Collection</i>	63
3.10	<i>Statistical methods and analysis</i>	64
3.11	<i>Limitations of the study</i>	64

Chapter - 4

DATA ANALYSIS..... 65-114

4.1	<i>Demographic profile</i>	66
4.1.1	<i>Gender</i>	66
4.1.2	<i>Age</i>	66
4.1.3	<i>Total years of service</i>	68
4.1.4	<i>Years of service in the present organisation</i>	69
4.1.5	<i>Managerial level in the organisation</i>	71
4.1.6	<i>Size of the organisations</i>	72
4.1.7	<i>Number of organisations the respondent has worked</i>	73
4.1.8	<i>Demographics and Perceived Organisational Support</i>	75
4.1.8.1	<i>Gender and Perceived Organisational Support</i>	75
4.1.8.2	<i>Age and Perceived Organisational Support</i>	76

4.1.8.3	<i>Total years of service and Perceived Organisational Support</i>	76
4.1.8.4	<i>Tenure in present organisation and Perceived Organisational Support.....</i>	77
4.1.8.5	<i>Managerial levels and Perceived Organisational Support</i>	77
4.1.8.6	<i>Firm size and Perceived Organisational Support.....</i>	78
4.1.8.7	<i>Number of organisations worked before and Perceived Organisational Support.....</i>	79
4.1.8.8	<i>Frequency of organisation change and Perceived Organisational Support.....</i>	79
4.1.9	<i>Demographics and Intervening variables.....</i>	80
4.1.9.1	<i>Gender and Intervening variables.....</i>	80
4.1.9.2	<i>Age and Intervening variables.....</i>	81
4.1.9.2	<i>Total experience and intervening variables.....</i>	82
4.1.9.3	<i>Tenure in present organisation and intervening variables.....</i>	83
4.1.9.4	<i>Managerial level and intervening variables.....</i>	84
4.1.9.5	<i>Firm size and intervening variables.....</i>	85
4.1.9.6	<i>Number of organisations worked before and intervening variables.....</i>	86
4.1.9.7	<i>Frequency of organisations changed and intervening variables....</i>	87
4.1.10	<i>Demographics and Dependent variables.....</i>	87
4.1.10.1	<i>Gender and dependent variables</i>	88
4.1.10.2	<i>Age and Dependent variables</i>	88
4.1.10.3	<i>Total Experience and Dependent variables.....</i>	90
4.1.10.4	<i>Tenure in present organisation and Dependent Variables</i>	91
4.1.10.5	<i>Managerial level and Dependent variables.....</i>	92
4.1.10.6	<i>Firm size and Dependent variable.....</i>	93
4.1.10.7	<i>Number of organisations worked before and Dependent variables.....</i>	94

4.1.10.8 <i>Frequency of organisation change and dependent variables</i>	95
4.2 <i>Hypothesis testing</i>	95

Chapter - 5

MODEL TESTING AND PATH ANALYSIS 115-134

5.1 <i>Common Method Variance Bias</i>	116
5.2 <i>Reliability and Validity</i>	116
5.3 <i>Confirmatory Factor Analysis</i>	118
5.4 <i>Measurement Model</i>	119
5.5 <i>Structural model</i>	121
5.6 <i>Comparison of Models</i>	126
5.6.1 <i>Structural Model 2</i>	126
5.6.2 <i>Structural Model 3</i>	129

Chapter – 6

RESULTS AND DISCUSSION..... 135-148

6.1 <i>Findings and Discussion</i>	136
6.1.1 <i>Demographic characteristics</i>	136
6.2 <i>Results of Hypothesis testing</i>	137
6.3 <i>Path analysis</i>	141
6.4 <i>Implications</i>	143
6.4.1 <i>Implications on Management Theory</i>	143
6.4.2 <i>Implications on Management Practice</i>	144
6.5 <i>Scope for future research</i>	145
6.6 <i>Summary and Conclusion</i>	146

REFERENCES..... 149-172

APPENDIX 173-189

LIST OF TABLES

<i>Table 3.1 Reliability of scales</i>	<i>61</i>
<i>Table 3.2 Scale Parameters</i>	<i>62</i>
<i>Table 4.1 Gender-wise distribution of respondents.....</i>	<i>66</i>
<i>Table 4.2 Age-wise distribution of respondents.....</i>	<i>67</i>
<i>Table 4.3 Total experience of the respondents.....</i>	<i>68</i>
<i>Table 4.4 Years of service of the respondents in the present organisation</i>	<i>70</i>
<i>Table 4.5 The Managerial level of the respondents.....</i>	<i>71</i>
<i>Table 4.6 Size of the organisations</i>	<i>72</i>
<i>Table 4.7 Number of organisations the respondent has worked</i>	<i>74</i>
<i>Table 4.8 Group statistics of Gender and Perceived Organisational Support.....</i>	<i>75</i>
<i>Table 4.9 Group statistics of Age and Perceived Organisational Support.....</i>	<i>76</i>
<i>Table 4.10 Group statistics of total years of service and Perceived Organisational Support.....</i>	<i>76</i>
<i>Table 4.11 Group statistics of tenure in present organisation and Perceived Organisational Support.....</i>	<i>77</i>
<i>Table 4.12 Group statistics of Managerial level and Perceived Organisational Support.....</i>	<i>77</i>
<i>Table 4.13 Group statistics of Firm size and Perceived Organisational Support.....</i>	<i>78</i>
<i>Table 4.14 Group statistics of number of organisations an employee has worked before and Perceived Organisational Support</i>	<i>79</i>
<i>Table 4.15 Group statistics of people who have changed organisation frequently and Perceived Organisational Support</i>	<i>79</i>
<i>Table 4.15 Group statistics of Gender and Intervening variables used in the study.....</i>	<i>80</i>
<i>Table 4.16 Group statistics of Age and Intervening variables</i>	<i>81</i>

<i>Table 4.17 Group statistics of Total experience and intervening variables.....</i>	<i>82</i>
<i>Table 4.18 Group statistics of Tenure in present organisation and intervening variables.....</i>	<i>83</i>
<i>Table 4.19 Group statistics of Managerial level and intervening variables.....</i>	<i>84</i>
<i>Table 4.20 Group statistics of Firm size and intervening variables.....</i>	<i>85</i>
<i>Table 4.21 Group statistics of number of organisations worked before and intervening variables.....</i>	<i>86</i>
<i>Table 4.22 Group statistics of people who have changed organisation frequently and intervening variables.....</i>	<i>87</i>
<i>Table 4.23 Group statistics of gender and dependent variables.....</i>	<i>88</i>
<i>Table 4.24 Group statistics of Age and Dependent variables.....</i>	<i>89</i>
<i>Table 4.25 Group statistics of Total Experience and Dependent variables.....</i>	<i>90</i>
<i>Table 4.26 Group statistics of Tenure in present organisation and Dependent Variables.....</i>	<i>91</i>
<i>Table 4.27 Group statistics of Managerial level and Dependent variables.....</i>	<i>92</i>
<i>Table 4.28 Group statistics of Firm size and Dependent variable.....</i>	<i>93</i>
<i>Table 4.29 Group statistics of Number of organisations worked before and Dependent variables.....</i>	<i>94</i>
<i>Table 4.30 Group statistics of people who have changed organisation frequently and dependent variables.....</i>	<i>95</i>
<i>Table 4.31 Relationship between Perceived Organisational Support and Affective Commitment.....</i>	<i>96</i>
<i>Table 4.32 Relationship between Perceived Organisational Support and Organisational Citizenship Behaviour.....</i>	<i>96</i>
<i>Table 4.33 Relationship between Perceived Organisational Support and Intention to Quit.....</i>	<i>97</i>
<i>Table 4.34 Correlations between Perceived Organisational Support, Job Involvement and Affective Commitment.....</i>	<i>98</i>

<i>Table 4.35 Linear regression between Perceived Organisational Support and Affective Commitment</i>	<i>98</i>
<i>Table 4.36 Linear regression between Perceived Organisational Support and Job Involvement.....</i>	<i>99</i>
<i>Table 4.37 Hierarchical regression between Perceived Organisational Support, Job Involvement and Affective Commitment.....</i>	<i>99</i>
<i>Table 4.38 Correlations between Perceived Organisational Support, Affective Commitment and Organisational Citizenship Behaviour.....</i>	<i>100</i>
<i>Table 4.39 Linear regression between Perceived Organisational Support and Organisational Citizenship Behaviour.....</i>	<i>100</i>
<i>Table 4.40 Hierarchical regression between Perceived Organisational Support, Job Involvement and Organisational Citizenship Behaviour.</i>	<i>101</i>
<i>Table 4.41 Correlations between Perceived Organisational Support, Job Involvement and Intention to Quit</i>	<i>102</i>
<i>Table 4.42 Hierarchical regression between Perceived Organisational Support, Job Involvement and Intention to Quit.....</i>	<i>102</i>
<i>Table 4.43 Correlations between Perceived Organisational Support, Organisational Identification and Affective Commitment</i>	<i>103</i>
<i>Table 4.44 Linear regression between Perceived Organisational Support and Organisational Identification</i>	<i>104</i>
<i>Table 4.45 Hierarchical regression between Perceived Organisational Support, Organisational Identification and Affective Commitment</i>	<i>104</i>
<i>Table 4.46 Correlations between Perceived Organisational Support, Organisational Identification and Organisational Citizenship Behaviour.....</i>	<i>105</i>
<i>Table 4.47 Hierarchical regression between Perceived Organisational Support, Organisational Identification and Organisational Citizenship Behaviour.....</i>	<i>105</i>

Table 4.48	<i>R</i> square change when Organisational Identification was introduced as moderating variable.....	106
Table 4.49	Hierarchical regression between Perceived Organisational Support, Organisational Identification as moderating variable and Organisational Citizenship Behaviour.....	107
Table 4.50	Correlations between Perceived Organisational Support, Organisational Identification and Intention to Quit.....	108
Table 4.51	Hierarchical regression between Perceived Organisational Support, Organisational Identification and Intention to Quit.....	108
Table 4.52	Correlations between Perceived Organisational Support, Organisation based Self-esteem and Affective Commitment.....	109
Table 4.53	Linear regression between Perceived Organisational Support and Organisation based Self-esteem.....	109
Table 4.54	Hierarchical regression between Perceived Organisational Support, Organisation based Self-esteem and Affective Commitment.....	110
Table 4.55	Correlations between Perceived Organisational Support, Organisation based Self-esteem and Organisational Citizenship Behaviour.....	111
Table 4.56	Hierarchical regression between Perceived Organisational Support, Organisation based Self-esteem and Organisational Citizenship Behaviour.....	111
Table 4.57	Correlations between Perceived Organisational Support, Organisation based Self-esteem and Intention to Quit.....	112
Table 4.58	Hierarchical regression between Perceived Organisational Support, Organisation based Self-esteem and Intention to Quit.....	112
Table 4.59	<i>R</i> square change when Organisation-based Self-Esteem was introduced as a moderating variable.....	113

<i>Table 4.60</i>	<i>Hierarchical regression between independent variable, moderating variable and dependent variable.....</i>	<i>113</i>
<i>Table 5.1:</i>	<i>Reliability analysis of the variables of the final study.....</i>	<i>117</i>
<i>Table 5.2</i>	<i>Validity and Reliability Tests for all the scales.....</i>	<i>117</i>
<i>Table 5.3:</i>	<i>Fit Indices of the Measurement Model.....</i>	<i>121</i>
<i>Table 5.4</i>	<i>Fit Indices for the Structural Model.....</i>	<i>124</i>
<i>Table 5.5</i>	<i>Relationships between Variables.....</i>	<i>124</i>
<i>Table 5.6</i>	<i>Fit Indices for Structural Model 2.....</i>	<i>128</i>
<i>Table 5.7</i>	<i>Relationships between Variables in Structural Model 2.....</i>	<i>128</i>
<i>Table 5.8</i>	<i>Fit Indices for Structural Model 3.....</i>	<i>131</i>
<i>Table 5.9</i>	<i>Relationships between Variables in Structural Model 3.....</i>	<i>131</i>
<i>Table 5.10</i>	<i>Comparison of model fit indices of Structural Model 1 and 3.....</i>	<i>133</i>

LIST OF FIGURES

<i>Figure 3.1</i>	<i>Research Model</i>	52
<i>Figure 4.1</i>	<i>Age wise profile of respondents</i>	67
<i>Figure 4.2</i>	<i>Total experience of the respondents</i>	69
<i>Figure 4.3</i>	<i>Years of experience in the present organisation</i>	70
<i>Figure 4.4</i>	<i>Managerial level of respondents in organisation</i>	71
<i>Figure 4.5</i>	<i>Size of organisations</i>	73
<i>Figure 4.6</i>	<i>Number of organisations respondent has worked</i>	76
<i>Figure 5.1</i>	<i>Measurement Model for all variables</i>	120
<i>Figure 5.2</i>	<i>Representation of the Structural Model</i>	122
<i>Figure 5.3</i>	<i>Structural Model 1 using Amos</i>	123
<i>Figure 5.4</i>	<i>Structural Model 2 showing POS, OBS and OI as independent variables</i>	127
<i>Figure 5.5</i>	<i>Structural Model 3 showing the path connecting OBS and OI with JI</i>	130

|||LIST OF ABBREVIATIONS|||

<i>POS</i>	:	<i>Perceived Organisational Support</i>
<i>OBS</i>	:	<i>Organisation based Self-esteem</i>
<i>OI</i>	:	<i>Organisational Identification</i>
<i>JI</i>	:	<i>Job Involvement</i>
<i>AC</i>	:	<i>Affective Commitment</i>
<i>OCB</i>	:	<i>Organisational Citizenship Behaviour</i>
<i>ITQ</i>	:	<i>Intention to Quit</i>

Chapter 1

INTRODUCTION

Context

1.1 The Context

1.2 Problem of the study

1.3 Objectives of the study

1.4 Structure of the Report

This chapter describes the context of the study. The problem that the study addresses has been discussed. The objectives of the study and the structure of this report have been provided.

1.1 The Context

The last two decades have seen Indian industry on a growth path attributed to the liberalization, globalization and privatization policies that were implemented by successive governments. The growth of the services sector has been the major highlight during this phase. India has been fortunate enough to make massive strides in the information technology sector. In fact the information technology and enabled services (ITeS) has recorded more than 8% compounded annual growth rate from the 1990s. India stands in a very advantageous position with young demographic base, growing incomes, expanding middle class, educated workforce, and a stable democracy.

Alongside the growth story, industries are also facing several challenges like infrastructure challenges, changes in government policies and issues of global competitiveness. Even with a large educated workforce, industry is struggling to find people with the right skills. To add to this is the misery of employee turnover. The development and growth of the industry have led to intense competition for resources, especially human resources. Employees today have a large choice of organisations to choose from, if they have the necessary skills and performance track record.

Although the overall industry analysis of attrition will give a figure of around 13.4 percent, the ITeS industry is faced with a greater challenge with an attrition figure at around 16.4 percent. In fact, it is as high as nearly 26 percent when the figures of the non-managerial staff are considered (Deloitte, 2014).

The top three reasons that employees provide for leaving the organisation are better career prospects, better pay opportunities and personal reasons. This is a clear reflection of the number of choices that an employee has, as well as, the increased competition between organisations for talented employees.

Research has shown that there are three basic behaviours that an employee must perform that are crucial for the effectiveness of an organisation. Once an employee enters an organisation, he or she must be induced to continue as a member of that organisation. Employees must perform the roles assigned to them in a reliable manner. They must meet the standards expected of them in performing their jobs. Lastly, the employee must continuously improvise, innovate and be spontaneous in actions going beyond the roles assigned to them and contributing to the organisational objectives (Katz, 1964).

Organisations are finding out that it is not just enough to control employee turnover and encourage employee retention. In a country where the service sector is poised for massive growth, the commitment of the employees to go beyond their prescribed roles and duties would constitute an important part of both individual and organisational performance (Kumar, 2014). The concept of Organisational Citizenship Behaviour captures the essence of such behaviour where employees go beyond the expectations of both the organisation and customers, voluntarily, knowing that they may not get anything in return. Researchers have studied the relationship between Organisational Citizenship Behaviour and Performance and found a significant relationship between the two (Bateman & Organ, 1983; Borman & Motowidlo, 1997; MacKenzie, Podsakoff, & Paine, 1999; Moorman, 1993).

These are times when organisations are striving hard to attract employees. Salary, perks and working conditions are only hygiene factors and do not play an important role in a competitive business environment where organisations are vying with each other to match the compensation levels of their competitors. Concepts like 'Employer Branding', 'Investors in People', 'Best Place to Work in' have gained importance in the labour market where employees leave organisations just because, 'they didn't like the place'.

Organisations are concerned about the emotional culture amongst their employees. Words like ‘companionate love’, ‘caring culture’ etc. have started doing the rounds in the context of organisational culture (Barsade & O’Neill, 2014). Along with people loving their jobs, organisations are also focusing on how to get their employees to love their organisation. The phenomena of employees loving their organisation and hence choosing to retain their membership in such organisations are captured in the concept of ‘affective commitment’. Earlier research has clearly pointed out the importance of affective commitment in inducing positive work related attitudes (Allen & Meyer, 1991; Chien, 2004). Compared to normative commitment and continuance commitment, affective commitment is more suited for explaining the employee’s attachment to the organisation.

The information technology industry in India has been growing at a rate of 12 to 14% every year. Corresponding to this growth, it is also registering close to 7% increase in the number of employees. More than 4.5 million employees are employed in this sector. Direct replacement costs can be almost 40% to 50% of an employee’s annual salary. Turnover costs may account for more than 12% of the pre-tax income for the average company (Janani, 2014).

1.2 Problem of the study

The study explores the problem of employee turnover from the perspective of perceptions that an employee has about his/her organisation and their attitude towards the job. The study also looks at a more comprehensive set of outcome variables which include affective commitment, organisational citizenship behaviour and intention to quit, together addressed as organisational attachment, to provide a better explanation to the antecedent variables.

1.3 Objectives of the study

The objective of the study is to study the relationship between Perceived Organisational Support (POS) and different forms of Organisational Attachment (OA), viz., Affective Commitment (AC), Organisational Citizenship Behaviour (OCB) and Intention to Quit (ITQ). It also explores the role of Job Involvement (JI), Organisational Identification (OI), and Organisation-based Self-esteem (OBSE) in the relationship between POS and different forms of Organisational Attachment (OA).

1.4 Structure of the Report

The thesis has been chaptered as follows. Chapters one to three consists of Introduction, Review of Literature and the Research Methodology. Chapters four and five deal with Data Analysis using SPSS and Structural Equation Modelling using AMOS. The report concludes with Chapter six where the results are discussed.

Chapter 2

REVIEW OF LITERATURE

Contents

2.1 Introduction

2.2 Variables of the study

2.3 Research Gap

2.4 Structure of the Report

This chapter provides a review of the literature that relates to the different variables considered for the study. The chapter discusses the dependent variables first and then proceeds to the independent variables. Finally the chapter analyses the literature to identify the gaps in the literature which may be addressed by this study.

2.1 Introduction

Even though employee turnover is one of the most frequently studied organisational outcomes, quitting a job may not be an option for everyone. The many reasons for not quitting a job may include lack of perceived or actual availability of job alternatives, external labour market conditions, or personal constraints. When such problems make leaving difficult, individuals may engage in other forms of decreased attachment, one of which is psychologically withdrawing from the organisation. Quitting their job or having an intention to quit, thus, is a way of demonstrating low organisation attachment (Tsui, Egan, & O'Reilly III, 1992). The problems with actual turnover are reflected when organisations incur extra costs associated with the overtime of remaining employees and the training of new employees (Pelled & Hill, 1997)

During the times of large-scale employee reduction or downsizing, the jobs have become less secure and more demanding. Holtom (2000) reported that one of the consequences of such workforce restructuring has been the death of the psychological contract with other consequences such as decreased morale, in role and extra-role performance and increased turnover. Robinson (1995) is of the opinion that violation of psychological contract will decrease employee trust, satisfaction and commitment to the organisation. Very often the organisation places efficiency above quality, does not appreciate employees, lacks positive feedback, lacks appreciation of employees' knowledge and places profit before care. All this leads to a conflict with employees' intrinsic motives to engage with that organisation and creates an intention to quit or terminate the employment with the organization (Mirian, 2005). Consistent with the views of social exchange theory, Eisenberger, Huntington, Hutchison, & Sowa (1986) developed the perceived organisational support (POS) construct, which was defined as individuals' global beliefs

about the extent to which organisation cares about their well-being and to which it values their contributions. When individuals tend to personify (anthropomorphize) the organisation on the basis of organisational actions, traditions and policies the concepts of organisational support and organisation attachment become relevant. A meta-analytic integration of over seventy studies indicated that perceived organisational support is most strongly related to organisation attachment related variables such as affective commitment and withdrawal cognitions (Fuller, Hester, Barnett, & Relyea, 2006)

2.2 Variables of the study

The researcher has organized the literature review according to the variables taken for the study. Each variable has been explored in the order of its development from its origins to the consequent research that has taken place.

2.2.1 Organisational Attachment

Blau (1964) stated that organisation attachment uses the theoretical framework of social exchange theory, which means that it is not just for the pay or benefits or material goods, but also social goods such as approval, trust, esteem, and prestige. Commitment can be looked at as an exchange commodity, and if employees get to believe that their organisation is committed to them, they would become attached to their organisation (Eisenberger, Huntington, Hutchison, & Sowa, 1986). The concept of attachment becomes critical to an organisation in the case of young professional workers who possess more generic as opposed to firm-specific skills and knowledge. In times when employees may not be searching for secure positions and always looking for alternatives with the consequence that they have become increasingly mobile across organisations, it is important for

organisation behavior research to assess when and which employees may display different forms of organisation attachment (Olfen & Cremer, 2007). Prehar(2002) extended the child attachment and adult attachment theories to employees' attachment to their organisations. He theorized that psychological bonds may develop between employees and their employers. Attachment theory should be very useful for organisations so that they can engage in behaviours that lead to secure internal working models in their employees. Employees who feel low organisation attachment and those who cannot quit the organisation for various reasons ill show reduced psychological commitment (Mowday, Porter, & Steers, 1982).

The nature of employment relationships has become very complex with apparently competing goals of organisational flexibility and employee commitment. A better understanding of the psychology of employment relationships is necessary for the development of future employment conditions. When looking at the issue of the relationship between the individuals within the organisation and with the organisation as a whole it is reasonable to expect that they may distinguish between the two. This does not mean that there needs to be consistency between these two, but that they look at different types of relationships. Moreover if one looks at the work of Hochschild in the book, "The Time Bind", it is suggested that for people to whom the stresses and uncertainties of home life no longer provide security and acceptance, it is at work that they find a reliable and orderly haven of security and acceptance. This certainly suggests that attachment theory can be appropriately extended to the employee - organisation relationship (Clair, 2000)

Tsui, Egan, & O'Reilly III (1992) have chosen the measures of an individual's psychological and behavioural attachment to the organization as

individual level of commitment, attendance behaviour, and tenure intentions. This study pointed out that psychological attachment of employees would be lower as work unit diversity increased. Voluntary turnover is the ultimate result of reduction of attachment. Employees will demonstrate low organisation attachment by leaving the organisation (Withey & Cooper, 1989). According to Pelled & Hill (1997), employees who are not psychologically attached to their company are unlikely to care about the survival of the company or to make efforts to improve the company's performance whereas employees who place great value on the social status of his job, and perceived that others respect them for having such a job are likely to show higher organisation attachment.

The research works have emphasized the organisational benefits of increased attachment including higher levels of performance, retention as well as reduced absenteeism. In the early relationship between employee and employer, there is a tendency to consciously monitor each individual exchange between them. However, as the length of the relationship increases, the reciprocation matures into a more generalized positive relationship. It is only then that long-term positive organisation outcomes get realized (Klimchak, 2009). Organisations which fostered a high attachment level attracted employees who had left to work elsewhere even if the pay was lower. Gaiduk, Gaiduk, & Fields (2009) identified that the role of demographic variables in determining organisation attachment levels is relatively minor. It is also stated that when there are no problems of survival as perceived by employees then higher level motivational needs dominate.

In a study by Haque & Aslam (2011) in the banking industry in Pakistan, it has been argued that many of the antecedent variables that have been studied in Western countries may not have the same intended effect in the case of organisation attachment and organisational citizenship behaviour when it

comes to Asian countries which have a different culture. Hence there is a requirement that such variables be studied once again in this context. Taking cues from Bowlby's attachment theory, Neilsen (2005) discussed that it would be fair to assume that just as insecure attachments with important caregivers would lead to poor individual development, poor attachment towards organisations would affect both individual and organisational development. Employees who expressed secure attachments identified structures and policies providing a secure basis for action, opportunities for growth and exploration, and the presence of group norms and values fostering secure relationships in their environment.

A study on attachment styles came out with two main dimensions of attachment namely anxiety and avoidance, where anxiety refers to a strong requirement for attention and care from attachment figures and where the person is continuously worried about being rejected or abandoned by others. The avoidance dimension refers to a discomfort with psychological intimacy and the need to maintain psychological independence. The study tried to relate attachment styles with organisational citizenship behaviour. The study showed that employees with low anxiety and low avoidance demonstrated higher organisational citizenship behavior (Desivilya, Abag, & Ashton, 2006)

A study between the perceived organisational support, perceived external prestige and organisation attachment had taken Affective Commitment and withdrawal cognitions as elements of organisation attachment. The study also concluded that perceived organisational support and perceived external prestige were positively correlated with organisation attachment. It is said that the rewards that individuals received through direct and indirect exchange may vary across individuals and this was demonstrated by the fact that faculty members and staff members showed significantly different levels of perceived

organisational support, perceived external prestige, and organisation attachment (Fuller et al., 2006).

In a study conducted on young professionals in the Netherlands, it was found that there were positive correlations between organisational justice and organisation attachment. The researcher had taken organisational citizenship behaviour, affective commitment and staying intentions to measure organisation attachment. Staying intentions was termed to be an attachment type between “passive” affect and “active” behavior (Olfen & Cremer, 2007)

Taplin & Winterton (2007) found that employees who had left to work in some other organisations often returned back to organisations which had fostered a high level of attachment even at lower salaries. Mitchell, Holtom, Lee, Sablinski, & Erez (2001) were of the opinion that employee change their organisations only after careful consideration because of the costs associated with it and the attached uncertainty that comes with the change. There are also affected by the emotional, social and rational connections they may have towards their employment.

A study on the relationship between job-related variables, organisation related variables and organisation attachment found that organisation related variables mediate the relationship between job-related variables and organisation attachment. The study had taken organisational commitment and intention to stay as the two types of organisation attachment. It was discussed that in the study was conducted in the manufacturing sector including both workers and supervisors, the job characteristics had a major role to play in determining their attachment (Gaiduk et al., 2009)

The researcher adopted the model proposed by Olffen & Cremer (2007) where organisation attachment was studied using the combination of affective commitment, organisational citizenship behaviour and intention to quit.

2.2.2 Organisational Citizenship Behaviour

Organisational citizenship behaviour consists of those behaviours that are not part of the formal roles in an organisation, but are considered to be beneficial for the effective achievement of the objectives (Bateman & Organ, 1983). In addition, Organ (1990) stated that there is a conceptual difference between organisational commitment and organisational citizenship behaviour. Organisational commitment comes within the psychosocial realm whereas organisational citizenship behaviour is more behaviourally relevant. Organisational citizenship behaviour literature has shown that several dimensions or types of behaviour exist. Schnake & Dumler (2003) discussed the issues in the different levels of measurement and analysis of the concept of organisational citizenship behaviour. The article identifies three different measurement levels, which includes individual level, group level, and organisational level. The article focuses on the differentiation between unit of measurement and unit of analysis depending upon the wordings of the construct and the aggregation of the result. In this study, the researcher has used the individual level for both measurement and analysis of the construct of organisational citizenship behaviour.

Lievens & Anseel (2004) validated the construct of organisational citizenship behaviour using confirmatory factor analysis. They found that the construct supported all the five factors in discriminant validity but convergent validity was found only for three factors. The scale which used both supervisor and peer ratings did not show much variance between the raters. The findings

of the study show that caution has to be exercised while using the scale as the validity of two factors, namely civic virtue and sportsmanship were not fully established. Podsakoff, MacKenzie, Paine, & Bachrach (2000) had already proposed seven classifications for the organisational citizenship behaviour construct which included helping behaviour, sportsmanship, individual initiative, civic virtue, organisational commitment, complacency and personal development. Netemeyer, Boles, McKee, & McMurrian (1997) developed another classification of the construct which included sportsmanship, civic virtue, conscientiousness, and altruism.

Organisational citizenship behaviours may have a cultural context and studies have shown that cultures with collectivist nature are more likely to influence people to undertake such behavior (Earley, 1989; Farh, Earley, & Lin, 1997; Moorman & Blakely, 1995). It is also found that concepts such as organisational citizenship behaviour that have been found practiced in the West may not show the same kind of effect in Indian conditions and one of the most common reasons cited for the same is the Indian emphasis on personalized relationships (Dhar, 1994; Gupta, 1991; Singh, 1990). A comparative study done between the countries of United States of America and India with regards to the variables of organisational commitment and organisational citizenship behaviour showed that there were differences in the way that these were related. Based on these differential relationships Kwantes (2003) suggested need for further research in this area.

A study which looked at the impact of citizenship behaviours on ratings of task performance found a significant relationship between the two. Citizenship behaviours did positively influence the ratings of task performance which are an indication of the halo effect. The study was not conclusive on the impact of including citizenship behaviours in the appraisal format although

there was mention that it may contribute positively for employers to gain a better understanding of a wide range of citizenship behaviour and employee performance (Coole, 2003). Turnipseed & Rassuli (2005) found that there were significant differences in the ratings given by managers and employees with regard to organisational citizenship behaviour. Employees always tended to rate higher than managers. However, inconsistencies were not observed between the ratings given by them. Managers also tended to give higher ratings to the best performers. This may be explained by the fact that many of the organisational citizenship behaviours may themselves be performance criteria.

Moideenkutty, Blau, Kumar & Nalakath (2005) studied the relationship between organisational citizenship behaviour, objective productivity and subjective performance evaluation in the Indian context. The findings of this study replicated the findings that were seen in the studies done in other countries. In the Indian context also organisational citizenship behaviour did influence the subjective performance evaluation of the managers. The significance of the study is that employees are exposed to two types of evaluations. One is the official evaluation which would comprise mostly of the objective productivity. The second is the actual evaluation which would also take into account the organisational citizenship behaviours. There is a danger of contradiction happening if the employees and managers are not aware of the role that organisational citizenship behaviours play in influencing the subjective performance evaluations of managers.

A study which explored the relationship between career orientation and organisational citizenship behaviour in Thailand found that employees who are having career orientations which value security display higher organisational citizenship behaviours (Chompookum & Brooklyn Derr, 2004). As the population of Thailand has many similarities with the Indian population in

terms of Hofstede's cultural dimensions, the findings are also relevant in the Indian context. However, the present research which is done in the software industry, where job security levels are relatively low, would provide some interesting insights into the level of organisational citizenship behaviour found in the industry. They highlighted the need for the person-organisation fit, which has been further explored in the study using the variables of organisational identification and organisation-based self-esteem.

A study which looked at the impact of organisational citizenship behaviours on the customer perception of quality of service found that there was a significant weak relationship between the two. The study also explored whether organisational citizenship behaviour contributed towards company performance and found that there was no significant relationship as there could be many moderating factors. The significance of the study was the observation that organisations could not manage organisational citizenship behaviour per se. Organisations would have to focus on the bonds that they create with their employees which would increase their satisfaction and commitment, which in turn may contribute to organisational citizenship behaviours (Castro, Armario, & Ruiz, 2004). Appelbaum et al., (2004) studied the role of culture, leadership and trust on employee satisfaction, and its influence on organisational citizenship behaviour. The study could not prove any of its hypothesis conclusively. The contribution of this study was to point out that the relationship between job satisfaction and organisational citizenship behaviour need not be a simple one. People experiencing low job satisfaction can also exhibit organisational citizenship behaviour if they decide to behave actively. Organisational citizenship behaviour cannot be predicted in low trust environments. The relationship between leadership style, job satisfaction, and organisational citizenship behaviour was also not significant.

Organisations which had less formalized structures would encourage employees to exhibit organisational citizenship behaviours, whereas organisations which have typically bureaucratic structures would alienate employees which would inhibit them from expressing citizenship behaviours (George & Bettenhausen, 1990). Eisenberger, Huntington, Hutchison, & Sowa (1986) had studied the influence of situation-specific factors on organisational citizenship behaviour. Literature generally distributes itself into both situation specific factors and organisational culture factors when approaching the concept of organisational citizenship behaviour. In both approaches it has been found that groups exert significant influence on human behaviour in organisations and this would also apply to organisational citizenship behaviour. George & Jones (1997) explained the influence of organisational characteristics on the extent to which organisational citizenship behaviours are exhibited in an organisation. Somech & Drach Zahavy (2004) studied organisational citizenship behaviour as an organisational variable looking at its relationship with organisational learning. The study was significant because it used the construct of organisational citizenship behaviour developed by Williams & Anderson (1991) which had two dimensions. The first one was organisational citizenship behaviour that was directed at the organisation (OCBO) and the second one (OCBI) which was directed at the individual. OCBO were behaviours that would be beneficial to the organisation and OCBI would benefit particular individuals. Although the study proved that there was a significant relationship between organisational learning and organisational citizenship behaviours, it could not address the issue of causality, which was stated to be one of its limitations. The study encouraged researchers to explore the impact of other characteristics of organisational context on organisational citizenship behaviours.

Chien (2004) looked into the relationship between organisational structure, employee's personality and organisational citizenship behaviours. The study found out that the employee's perception of the organisational structure which included positive work climate and organisational resources was positively associated with organisational citizenship behaviour. It was also positively associated with human resources performance, organisational culture and employee's personality. The significance of the study was the finding that Organisation-based Self-esteem would act as a mediator between employee's personality, organisational culture, and organisational citizenship behaviour.

Various researchers have studied leadership styles such as transformational leadership, charismatic leadership and leader-member exchange in relation to organisational citizenship behaviours (Deluga, 1995; Wayne & Green, 1993). Ehrhart (2004) studied the relationship between servant leadership, justice perceptions, and organisational citizenship behaviour. The study supported the relationship between these variables and also suggested that in organisations where technology was important, and where rapid changes in technology would increase the interdependence amongst employees, there is an increased chance for employees to exhibit organisational citizenship behaviours. This suggestion would further support the researcher's choice of choosing the information technology sector as the backdrop for the study. The emphasis that is laid on leadership attributes and justice perceptions would actually point to the importance of employee perceptions regarding their organisations, having a role to play, in organisational citizenship behavior.

Cohen & Kol (2004) looked into the relationship between professionalism and organisational citizenship behaviour. The study found a weak but significant relationship between the two variables. Considering that

the study was done on a population of nurses, it would be worthwhile to explore the same relationship amongst other professionals. The researcher used a population from the information technology industry which comprised of only employees who are professionally qualified.

Ehigie & Otukoya (2005) studied the relationship between perceived organisational support, fair interpersonal treatment, and organisational citizenship behaviour. The study found that there is a high correlation between perceived organisational support and fair interpersonal treatment. Perceived organisational support was also positively associated with organisational citizenship behaviour.

A study conducted Comeau & Griffith (2005) which looked into the personality of employees and the interdependence in the work environment as antecedents of organisational citizenship behaviour found that task interdependence, goal interdependence and structural interdependence had an influence on the organisational citizenship behaviours. The contribution of this study is that in an environment of interdependence, personality variables did not show any relationship with organisational citizenship behaviours. The information technology sector which basically functions with the team architecture has interdependence built into the work system. This would effectively mean that personality factors of the employees need not be an important determinant for organisational citizenship behaviours.

Wat & Shaffer (2005) discussed the importance of treating employees as long-term assets. When organisations assume such an attitude, employees develop generalized beliefs about their organisations, where they think that the organisation values their contribution and has concerns about their well-being.

The study further extended the social exchange conceptualization of organisational citizenship behavior.

Perception of employees regarding their exchanges with their work organization is a significant factor in determining organisational citizenship behaviour. Chiaburu & Baker, (2006) noted the differences between the self, peers, and the superiors in how they perceived organisational citizenship behaviour. It would be appropriate to take the responses of the employee itself if the purpose of the data was not for any kind of feedback or reward by the organisation. Haigh & Pfau (2006) suggested that properly organized orientation programs can increase the employees' organisational identity, commitment, and organisational citizenship behaviours. Though this study was intended to find out the relationship between these variables in a short period of time after the employee has joined the organisation, using the orientation programme as a tool, it does point to the importance of Organisational Identification as an important predictor of organisational citizenship behaviour and employee commitment. In the present study, the researcher has taken only employees who have had a minimum of two years of service in an organisation. This would ensure that even though different organisations may have different types of orientation programs, over a period of time the employee would have had a chance to develop his organisational identity. It is up to the organisation to strengthen its internal communication materials and channels so that employees can identify better with it, which in turn would encourage them to exhibit organisational citizenship behaviours. Choi (2006) found that individual-level variables such as work attitudes and perceptions, and group level variable like trust between group members had a significant impact on organisational citizenship behaviour. The study also reported that Affective Commitment was an important motivating factor for increasing organisational

citizenship behaviour. Engelbrecht & Schlechter (2006) studied the impact of transformational leadership and meaning on organisational citizenship behaviour. The significance of the study is that it showed transformational leadership can exist at all levels in an organisation. Transformational leadership can also be developed amongst managers and supervisors irrespective of any demographics, if the organisation makes a conscious effort to do so. The concept of meaning is very close to the concept of commitment when we see that an employee who has a sense of meaning in the work that he does becomes more committed.

In a study done in Indian context, the role of perceived organisational support, procedural and distributive justice and communication satisfaction with superior on organisational citizenship behaviour was explored. The study did not find support for the relationship between distributive justice and organisational citizenship behaviour. It also did not find support for the relationship between perceived organisational support and organisational citizenship behaviour. However the researcher's had clarified that this could be probably due to the fact that they had used only three items to measure the construct of perceived organisational support and hence may have gone wrong in operationalizing the concept (Moideenkutty, Blau, Kumar, & Nalakath, 2006).

O'driscoll, Pierce, & Coghlan (2006) studied the role of psychological ownership between work environment structure and organisational citizenship behaviour. Psychological ownership was studied with two factors, felt ownership towards the job and felt ownership towards the organisation. Both were important found as antecedents of organisational citizenship behaviours. Jepsen & Rodwell (2006) studied the constructs developed by Podsakoff, MacKenzie, Paine, & Bachrach (2000) and Williams & Anderson (1991) found

irregularities in the loadings of the different factors and items. The Podsakoff's five factor model of eventually turned out six factors and the negatively worded statements in William and Anderson's construct was identified as another factor. The conclusion of the study was that the factor loadings of these different constructs may vary depending on the population of the study. There may be a requirement to refine these constructs based on further studies.

A study which looked at the direct and indirect effects of task characteristics on organisational citizenship behaviour found that the direct effect was only partial. The indirect effect which was studied with job satisfaction as the intervening variable was also only partially supported (Todd & Kent, 2006). Torlak & Koc (2007) studied the impact of materialistic attitude on organisational citizenship behaviour and found that they had a negative relationship. Bergeron (2007) suggested that organisational citizenship behaviour can sometimes come at the price of task performance. In order to prevent this from happening there can be many moderating factors. Organisations may use outcome based or behaviour based evaluation processes. Employees working in an outcome-based organisation would focus more on task performance and less on organisational citizenship behaviours. Situational moderators include role ambiguity, reciprocity, and visibility. Where there is increased role ambiguity, increased reciprocity, and visibility, there would be a tendency to exhibit more organisational citizenship behaviours. This article is significant because most organisations in the Indian context use more of a behavioural-based evaluation system and especially in the software sector, where you have a team work environment, team roles tend to be more ambiguous. Very often the team environment would foster reciprocity and the value placed on organisational citizenship behaviour would typically increase its visibility.

In another study conducted by Lara & Rodríguez (2007) which looked at the attitudinal environment, organisational anomie and organisational citizenship behaviours, it was found that an unfavourable attitudinal environment and high organisational anomie had a negative relationship with organisational citizenship behaviours. The significance of this study is that the author has equated organisational anomie as a lack of perceived organisational support. The study also took the construct coined by Williams & Anderson (1991) and studied the organisational citizenship behaviours directed at the organisation and at the individual separately. It also said that organisational citizenship behaviour is influenced by the employees' evaluative perception of the organisation rather than the objective reality. In addition Mendoza & Lara(2008) looked at person-organisation fit, work alienation and organisational citizenship behaviour and found that work alienation mediates the relationship between person organisation fit and citizenship behaviour. Even in the presence of person organisation fit, higher work alienation can produce organisational citizenship behaviours. Chughtai (2008) found that job involvement was more closely related to organisational citizenship behaviours than to in-role performance. The study also found that job involvement enhances organisational commitment. Low job involvement may also result in the employees feeling alienated in their organisation. Job involvement may be able to offset the negativity associated with alienation.

Organisations have control over the contextual factors that they promote extra-role behaviours. Organisations can create conditions that give an opportunity to its employees to work in groups and have a feeling of togetherness along with felt responsibility that would encourage organisational citizenship behaviour and discourage negative work behaviours (Tan & Tan, 2008). A study which looked at the influence of procedural Justice, mood and

pro-social behaviour on organisational citizenship behaviour did not find support for mood and pro-social behaviour having an impact on organisational citizenship behaviour. The significance of the study was that it found that employees differentiate in their organisational citizenship behaviour depending on fair and unfair treatment meted out to them just before such behaviour were exhibited. This would mean that organisations need to create an environment where there is consistent fair treatment of the employee, for employees to consistently exhibit organisational citizenship behaviours (Wright & Sablinski, 2008).

Vigoda-Gadot & Angert (2007) discussed the importance of goal setting and formal feedback regarding performance in eliciting organisational citizenship behaviour. The study contradicts a few earlier studies which had mentioned that organisational citizenship behaviour may hurt formal performance. The relationship between perceived organisational support and organisational citizenship behaviour was studied by Liu (2009) in the context of multinational companies and their subsidiaries. It was found that organisations which provide a better service to their employees helped in eliciting extra role behaviours from them. It was also found that perceived organisational support contributed to the affective commitment of the employees. The study also suggested that justice perceptions could be an antecedent of perceived organisational support that may affect expatriates perception when comparing the multinational cooperation and its subsidiaries. Organisational citizenship behaviours were found to be immensely helpful to teachers in a school setting where it was found that it resulted in their work becoming more challenging and rewarding. It also contributed to making their work more non-routine which resulted in self-renewal, which is rewarding in

itself even though these teachers did not get higher level roles in their organisations.

It was found that positive feedback from peers and superiors and encouraging results from the students contributed to making teachers more satisfied in their work by engaging in organisational citizenship behaviours (Oplatka, 2009). Mayfield & Taber (2010) found that there was a modest and significant relationship between the pro-social self-concept of teachers and organisational citizenship behavior directed towards students and society in a school setting. But pro-social self-concept did not have any influence on organisational citizenship behaviour directed towards the organisation. A significant relationship was found between identification with the organisation and organisational citizenship behaviour directed towards the organisation. This shows that perceptions regarding the organisation can have a significant influence on organisational citizenship behaviour. Stoner, Perrewé, & Munyon (2011) expanded the role identity theory to include two types of identities for employees. Employees would develop either a central citizenship role identity or a peripheral citizenship role identity depending upon their interactions with the social groups, which in this case would be the organisation, and the roles that they play in these contexts.

When the mediating effects of work locus of control and interactional justice were studied in the relationship between openness to experience as a personality dimension and organisational citizenship behaviour, work locus of control showed a partial mediation. Interactional justice, however, fully mediated the relationship between openness to experience and organisational citizenship behaviour. The study mentioned the different relationships that the components of organisational justice had on different outcomes. Distributive justice is more correlated to satisfaction with pay (Folger & Konovsky, 1989)

and procedural Justice is related to turnover intentions and commitment (Masterson, Lewis, Goldman, & Taylor, 2000). The study had taken interactional justice as the mediator it focused on the relationship between the supervisor and the employee. The implication is that interactional justice has more relationship with organisational citizenship behaviour than the other two components of organisational justice (Abu Elanain, 2010).

Karam (2011) concluded that in the context of high stress, employees exhibit high organisational citizenship behaviour directed at the organisation to save the organisational resources. They also exhibit high organisational citizenship behaviour directed at other employees so as to support each other in an effort to conserve individual resources. However, group cohesion is an important factor in determining these relationships. This study also used the organisational citizenship behaviour construct that was put forward by Williams & Anderson (1991). Another study which used the same construct looked at the relationship between authority leadership and organisational citizenship behaviour in the Chinese context. It found that collectivism mediates the relationship between authority leadership and organisational citizenship behaviour. The implication of the study is relevant to the Indian context also, where high power distance and the collectivist culture is found. The fact that there is a relationship between authority leadership and organisational citizenship behaviour probably discounts the leadership style of the superior as an important predictor of citizenship behavior (Hongyu, Mingjian, Qiang, & Liqun, 2012).

The literature has shown that perceived organisational support, Organisational identification and job involvement have shown significant relationships with organisational citizenship behaviour. The researcher chose to use the construct developed by Williams & Anderson, (1991) for measuring

organisational citizenship behaviour as its dimensions clearly show an organisational perspective of the employees.

2.2.3 Affective commitment

The concept of organisational commitment has been in vogue for the last four decades, it was only in the nineties that the three-dimensional construct of organisational commitment came into being. Organisational commitment in its earliest forms was defined as the bond between the employee and his organisation, the acceptance of its goals, the willingness to work hard and the desire to maintain its membership. Allen & Meyer (1991) conceptualized the three dimensions of organisational commitment which included normative, affective and continuance commitment. Affective commitment is the emotional relationship that an employee has towards the firm. Continuance commitment is the feeling of the employee to continue to be a member of that organisation. Normative commitment is that which an employee feels as part of his obligation to his employer. Further, Meyer, Allen, & Smith, (1993) stated that these three types of commitments were a psychological state that characterized the employee's relationship with his organisation. Studies on the impact of demographic variables on organisational commitment have provided mixed results. Morris & Sherman (1981) found that age and commitment have a positive relationship with organisational commitment. The relationship between gender and commitment has remained inconclusive. A study which looked at relational demography and employee attachment found that increased heterogeneity amongst employees affected their attachment levels. The study had taken psychological commitment, absences and intention to stay as employee attachment variables. The study showed that increased heterogeneity as perceived by men resulted in lower attachment levels, but the same phenomena as perceived by women resulted in higher attachment levels (Tsui

et al., 1992). Mano-Negrin (1998) studied the relationship between work attitudes and employee turnover and found that their relationship differs between occupations varied from 0.12 to 2.09 in their strength.

2.2.4 Employee Turnover

Employee turnover is the ratio of the number of employees joining and leaving an organisation to the average number of employees employed by the organisation in a given period of time. Many factors play a role in an employee leaving an organisation and it can be attributed to both the organisation and the employee. A lot of research has taken place in the area of employee turnover since the 1950s and research have gained more and more importance as the problem of employee turnover has become more costly to the organisations. Turnover can be of two types, voluntary and involuntary. Involuntary turnover happens when the decision is taken by the employer to part with the employee and the employee has to do so however unwilling. In voluntary turnover, the decision is taken by the employee to quit the organisation. This has often proved very costly to organisations as such turnover is often unpredictable and which affects the functioning and effectiveness of the organisation.

Most people give the reason for leaving an organisation as salary. Although this may be greatly true, there is also a version which says that most of the time employees gave salary is the reason to avoid more personal reasons to be revealed which may affect their future positive references. Turnover may have less to do with the attitudes that employees bring to work and more to do with the organisation's inability to look at itself (Laser, 1980). Shamsuzzoha & Shumon (2007) mentioned the lack of opportunity and growth as the main reason for employee turnover. Employee recognition and feedback regarding their performance and chances of advancement are important factors to prevent

employees from leaving organisations. Branham (2005) cited the job or the workplace not meeting expectations as a reason for turnover. The mismatch between the job and the person or in other words the person-job fit which is a problem with the selection process could also result in employee turnover. Employees may think of leaving an organisation if they find that there is very little coaching and feedback regarding their performance facilitated by the organisation. When organisations don't value their employees, when they do not have adequate recognition systems, the employees may think about quitting the organisation. When employees suffer from stress because of overloading which may cause an imbalance in their work life balance, turnover could be a consequence. Employees may also think about quitting the organisation when they lose trust in the leadership of the organisation. Almost all the reasons that may induce employee turnover are having an organisational context. It is the organisation which creates an environment that affects employee attitudes. Organisations which create positive perceptions regarding themselves among their employees are more likely to retain their workforce.

The experience of employees may also have an implication in their intention to quit. In a study done on salesmen in the pharmaceutical sector, it was found that experience in the industry had a moderating effect on the intention to quit of the employees. It was found that experienced employees who were satisfied with the organisations policies and strategies were less inclined to quit (Purani & Sahadev, 2008).

Abbasi & Hollman (2000) have said that managerial practices and managerial approach towards employees are important reasons for employee turnover. Management practices such as cuts in incentives and allowances, failure to create good relationships with colleagues, underutilization of employee skills and improper placement of employees were major contributors

in creating negative attitudes of employees. Other practices such as lack of organisational justice, giving false hope of advancement and growth and showing less concern for employees were ranked highly by employees as factors that may cause employee turnover. Interestingly, supervisory practices were ranked quite low as a reason for employee turnover (Mrope & Bangi, 2014).

2.2.5 Organisational Identification

Organisational identification is the degree to which an employee internalizes membership in an organisation as a partial definition of self. It is based on the social identity theory and prestige and distinctness of the group affect the strength of identification. In the context of social identity theory individuals have a personal identity and social identity as part of their self-concept. Social identification is the perception of belongingness to a group. Organisational identification is a specific form of social identification in which individuals define themselves in terms of their organisational membership. Organisational identification is important because it has consequences at the individual and organisational level. Research has already shown that Organisational identification is related to extra-role behaviours, cooperative behaviour and intention to stay with the employing organization (Lee, 2004).

Employees who are having high organisational identification perceived interchangeability of organisational and personal outcomes. Helping an organisation to improve its reputation and financial situation even though it may not be part of their in-role behaviour are typical examples of how such interchangeability is realized. Organisational identification thus can be seen as an operationalization of employees' sense of affiliation (Cremer, 2005). In a study done by Ullrich, Wieseke, Christ, Schulze, & Van Dick (2007) in the

franchising industry, there was a distinction done between corporate and organisational identification, where it was found that organisational identification predicted customer oriented behaviour and corporate identification predicted organisation citizenship behavior. The study does indicate that in an environment where franchising is not involved there may not be any difference between corporate identification and organisational identification.

In a study done on members of a human development organisation modeled on the lines of the Grameen bank, it was found that there was a close relationship between organisational identification and commitment. This is particularly significant when one understands that members of such an organisation have to make various sacrifices to maintain their membership, and that it may be unlikely for such an organisation to meet all the needs of its member (Chan, 2006). Research done on organisational identification of contingent workers has suggested the possibility of trying to find out the existence of a critical level of identification below which turnover intentions greatly intensify (Ekmekci & Casey, 2011). Moreover there is a significant and strong relationship between organisational identification and organisational citizenship behavior (Kane, Magnusen, & Perrewé, 2012). Tosti-Kharas, (2012) has researched the concept of continued organisational identification following an involuntary job loss. The importance of this study is from the fact that Organisational identification may not immediately end with the membership in an organisation. If this is the case, then continued Organisational identification can be a useful concept when organisations are trying to attract employees who have left its service earlier.

2.2.6 Organisation-based Self-esteem (OBS)

Indirect social transactions may supplement or even replace direct social transactions. Individuals can gain status from their organisations in two ways: directly from their relationship with the employer (POS) or indirectly from outsiders (Fuller et al., 2006). Organisation-based self-esteem is a concept that evolves with increasing tenure and an accumulation of a variety of organisational experiences, to become more stable and increasingly trait-like. Organisation-based self-esteem affects intrinsic motivation, job satisfaction, organisational commitment, and extra-role performance. It would be advantageous to design job and work experiences so that they promote a sense of work meaningfulness and responsibility. Along with this if messages of an employee's personal value or importance are also translated from members of the organisation, it would play a large role in promoting organisation-based self-esteem (Pierce & Gardner, 2009). In yet another study by the same authors, it was found that organisation-based self-esteem measure is not biased by narcissism. The study also said that organisations can expect employees high in organisation-based self-esteem unlikely to respond with hostility to negative performance feedback, unlike high narcissistic employees. Organisational based self-esteem also correlated, sometimes substantially with satisfaction, intrinsic motivation, helping behaviours and in role performance (Gardner & Pierce, 2011).

2.2.7 Perceived Organisational Support (POS)

Eisenberger, Huntington, Hutchison, & Sowa, (1986) suggested that in order to determine the personified organisations readiness to reward increased work effort and to meet needs for praise and approval, employees develop global beliefs concerning the extent to which the organisation values their

contributions and cares about their well-being. Other rewards like pay, rank, job enrichment, and influence over organisational policies would affect perceived support to the extent that they signified the organisation's positive evaluations of the employee. There can be a tendency for employees to incorporate organisational membership into self-identity and thereby develop a positive emotional bond (affective attachment) do the organisation. This would, in turn, result in greater performance. The research found that such positive beliefs that employees have resulted in similar effects across hospital staff, engineers, scientists, and even blue-collar workers. The study has taken into account the exchange ideology of the employees and found out that employees who have a higher degree of exchange ideology have reciprocated proportionally to perceived organisational support.

Moorman, Blakely, & Niehoff (1998) studied the mediating role of perceived organisational support between procedural Justice and organisational citizenship behaviour. The concept of procedural Justice being an antecedent of perceived organisational support was derived from seminal article of Eisenberger, Huntington, Hutchison, & Sowa (1986). The study supported the fully mediating model of perceived organisational support leading to organisational citizenship behaviour. The study showed a strong relationship between perceived organisational support and three behaviour dimensions of organisational citizenship behaviour which included interpersonal helping, personal industry, and loyal boosterism. No relationship was found between support and individual initiative which was the fourth dimension of organisational citizenship behaviour. This was explained based on the research by Graham, Dienesch, & Van Dyne (1994) where he envisioned individual initiative as a citizenship behaviour performed by a responsible yet unsatisfied employees. This may be an indicator of the fact that perceived organisational

support may show a positive relationship with its consequent variables even if employees were not fully satisfied.

A study by Yamaguchi (2001) has highlighted the difference in values between Japanese workers and US workers and yet looked at how the difference in values has been steadily decreasing taking an example of collective-individualistic tendencies. This can lead to a difference in the needs of autonomy. The findings of this study did not completely support its hypothesis to the extent that there was no clear distinction possible between the environment in US companies and Japanese companies when relating to perceived organisational support. In US companies where individualism was encouraged the need for autonomy was higher, and when it was provided the employees had a higher perception of perceived organisational support. However, in Japanese companies, where traditional Japanese management practices were followed, the concepts of continuous employment and promotion by seniority, combined with non-compatibility if an employee migrates to a US firm, all added to the fact that employees in such companies also perceived organisational support as important. The study indicates that if the employee values autonomy and the organisation provides it, and if the employee values collectivism and the organisation promotes interdependency, both sets of employees regardless of their values would indicate high perceived organisational support.

Fuller, Barnett, Hester, & Relyea (2003) studied the relationship between perceived organisational support and organisational commitment from the social identity theory perspective. Social identity theory states that when people feel that their organisation values and appreciates them, it is a sign of organisational respect for them or of their status within the organisation (Lind & Tyler, 1988). Such feelings of status may enhance the social identity of an

individual which gets reflected in people's self-esteem. This may result in the mediating role of organisation-based self-esteem (OBS) between perceived organisational support and commitment. The findings of this study explained that the partially mediated model offered a better fit to the data than the fully mediated model, thus possibly suggesting that Organisation-based Self-esteem may be an antecedent of employee commitment. The study of Fuller, Barnett, Hester, & Relyea (2003) did conclude that organisational support theory does require an expansion of its theoretical foundation possibly with the inclusion of a social identity perspective.

In a study done among university staff, administrators, and faculty, it was found that perceived organisational support did have a strong relationship with Organisation attachment as far as staff and administrators were concerned. When it came to the case of the faculty, it was found that perceived external prestige along with perceived organisational support showed a strong relationship with Organisational Attachment. Regarding future research, the researchers have expressed their inability to assess these constructs across a variety of jobs and occupations (Fuller et al., 2006).

Loi, Hang Yue, & Foley (2006) studied the mediating role of perceived organisational support between employees' justice perceptions and organisational commitment and intention to quit. This was one of the first studies which looked at the link between perceived organisational support and intention to quit. With research already pointing out that intention to quit can be reasonable predictors of turnover, the finding of this study that there is a relationship between perceived organisational support and intention to quit would be in the right direction to address the issue of employee turnover. The possibility that the intention to quit would be less when an employee perceived a high degree of organisational support provides strength to the social

exchange theory.

Another study which looked at the mediating role of perceived organisational support between sales manager control and salesperson organisational citizenship behaviour showed the mediation to be true. The findings also showed that perceived organisational support has a strong impact on salesperson's organisational citizenship behavior (Piercy, Cravens, Lane, & Vorhies, 2006).

A study by Peelle III (2007) suggested that when organisations provide perceived organisational support, employees signal and intention to reciprocate through organisational citizenship behaviour directed at the organisation. Thus leaders seeking to influence employee intentions to enact organisational citizenship behaviour might consider interventions intended to improve employee perceptions of perceived organisational support. The study also indicated that organisational justice being an antecedent of perceived organisational support may manifest itself in the form of trust and employee might have regarding the management. This may suggest that trust in management may moderate the relationship between perceived organisational support and organisational citizenship behaviour.

Aubé, Rousseau, & Morin (2007) studied the relationship between perceived organisational support and organisational commitment taking into account locus of control and work autonomy as moderating variables. The study concluded that there was a significant relationship between perceived organisational support and affective commitment. The study also mentioned that higher the internal locus of control and work autonomy the relationship between perceived organisational support and organisational commitment may lessen. This research was a precursor for a number of works to follow where

the relationship between perceived organisational support and one-dimension of organisational commitment viz. affective commitment has been found to be strong and significant.

At a time when there was a division of opinion among researchers, whether perceived organisational support mediates the relationship between perceived organisational politics and outcomes or whether the perceived organisational politics mediates the relationship between perceived organisational support and outcomes, a study done by Harris, Harris, & Harvey (2007) has clearly pointed out that it is perceived organisational support that mediates the relationship between perceived organisational politics and outcomes. The outcomes that had been taken into account in the study included job satisfaction, pay satisfaction, jobs strains, role conflicts and turnover intentions.

There have been various studies trying to link between perceived organisational support and job performance with mixed results. This study found a stronger link between job satisfaction and job performance than between affective commitment and job performance, where in both cases perceived organisational support was the antecedent variable of job satisfaction and affective commitment. The researchers then suggested that just like in organisational citizenship behaviour literature we find different dimensions of organisational citizenship behaviour, it is also possible to separate the relationship type factor in the concept of perceived organisational support. One factor would be where there is caring about the employee's well-being typically called POS-R and the second factor would be caring about the employee's contribution, called POS-J. This probably would explain the direction that perceived organisational support might take, towards the organisation (POS-R) towards the job (POS-J) which may better explain performance (Muse &

Stamper, 2007).

In a study to find out whether supervisors support, mentorship or perceived organisational support contributes to organisational commitment and employee job search intentions, it emerged that even though supervisors support and mentorship generally show significant associations with the dependent variables, perceived organisational support is a much more powerful predictor variable (Dawley, Andrews, & Bucklew, 2008). This would support what Eisenberger et al. (1986) had suggested that employees form exchange relationships with organisations and these may be stronger than those formed with individuals.

A study on the antecedents and consequences of perceived organisational support to reveal that leader-member exchange, procedural justice, distributive justice, done by Khurram (2009) found that human resource practices were positively related to perceived organisational support. The consequent variables with which perceived organisational support had a significant relationship, are affective and normative commitment.

In a study done in the Indian context, the influence of perceived organisational support and psychological well-being on organisational commitment was measured amongst managers of two large Indian manufacturing organisations. The findings suggested that perceived organisational support significantly influenced psychological well-being as well as organisational commitment (Aggarwal-Gupta, Vohra, & Bhatnagar, 2010). Research into the relationships between psychological contract, perceived organisational support and Organisational Identification reveal that the breach of psychological contract is damaging because it makes employees feel assess the organisation does not value their contribution or care about their

well-being. This, in turn, did affect their levels of organisational identification. It has also been suggested that our understanding of identification and disidentification with the organisation may be useful for managers who may want to predict whether employees are likely to organize. This research has pointed out that there can be greater utility into subsequent effects of identification on outcomes such as turnover, organisation citizenship behaviour, in role performance, and absenteeism is explored (Zagenczyk, Gibney, Few, & Scott, 2011).

2.2.8 Job involvement

The origin of job involvement came when it was first measured by Lodahl and Kejner (1965), where they defined it as the degree to which a person is identified with this work, or the importance of in his total self-image. Kanungo (1982) defined it as the psychological involvement with one's work. Initially, there were a lot of issues regarding the concept of job involvement where it was often confused with commitment. Later studies have modified and evolved the concept of job involvement as one which is separate from career commitment and career motivation. It was Brown & Leigh (1996) who differentiated between job involvement and organisational commitment, where job involvement as being connected to one's immediate work activities, and organisational commitment which is more in connection with attachment towards the organisation. Blau & Boal (1987) also commented that it is possible for employees to have high job involvement with very less organisational commitment and vice versa.

A study by Boshoff, Bennet, & Kellerman (1994) looked at the relationship between job involvement and career anchors. It found out that pure challenge, technical functional competence, and service dedication could

significantly predict the job involvement of professional people. In another study by Chiu & Tsai (2006) job involvement acted as a mediator on the relationships among emotional exhaustion, diminished personal accomplishment and organisational citizenship behaviour. Mudrack (2004) has said that jobs are very importantly connected with the person's interests and life goals if the person is having a high job involvement and is said to be a highly desirable attribute of employees. It was also found that employees high in job involvement often think about their jobs and ways to do better during their spare time.

Cohen (1995) opinionated that employees who were having high job involvement were more satisfied with their jobs and were more committed towards their organisations, careers, and profession. There is a tendency for personal and organisational goal is becoming more compatible when individuals are having high job involvement (Chay & Aryee, 1999). Employees who are having high job involvement will be more positive towards helping other people at work (Holton & Russell, 1997). Hoffi-Hofstetter & Mannheim (1999) have studied job involvement and organisational citizenship behaviour and found a positive relationship between the two. In similar line, a study by Dimitriades (2007) has also brought out the relationship between job involvement and customer-oriented organisational citizenship behaviour as a positive one. Many researchers have proved the positive the relationship between job involvement and organisational citizenship behavior (Chu, Lee, Hsu, & Chen, 2005; Diefendorff, Brown, Kamin, & Lord, 2002; Munene, 1995; Rotenberry & Moberg, 2007). Detailing further, Chughtai (2008) studied the relationship between job involvement and both in-role and extra-role performance and found that it had a positive relationship with both, and with a greater impact on extra-role performance. Realising this aspect, organisations are trying hard to support their employees with some of them even using the term "employee happiness" as part of their HR policies. Line managers are

encouraged to support employees even if they make mistakes in an attempt to do a better job. Organisations starting “alumni clubs” to encourage employees who have earlier left their organisations to rejoin them in the future show that organisation support for employees is gathering a lot of importance in recent times (Mathew & Varkkey, 2015)

Studies in the Indian context have been very few in the area of Perceived Organisational Support and variables linking the concept. (Moideenkutty, et al., 2001) studied the relationship between Perceived Organisational Support and Affective Commitment and found it to be a significant. (Krishnan & Mary, 2012) showed that Affective Commitment, Job Involvement, Intention to Stay and Extra-role Behaviour are consequences of Perceived Organisational Support. Perceived Organisational Support and Affective Commitment show strong correlation of 0.067 (Purang, 2011). The relationship between Perceived Organisational Support and in-role and extra-role performance in the healthcare sector was established (Sumathi, et al., 2013).

2.3 Research Gap

Literature review has identified that organisation attachment is an important outcome variable that dictated the kind of relationship an employee has with his organization (Holtom, 2000). There are many outcome variables of organisational behaviour and it is only recently the theoretical frameworks like social identity theory, the theory of reciprocity, organisational support theory and attachment theory have been applied to group variables together. Earlier the studies were focused on individual variables like employee turnover, commitment etc.

There have been a number of variables that have been considered as attachment variables, such as psychological commitment, intention to stay, organisational commitment, organisational citizenship behaviour. It can be observed from the literature that certain consequent variables have been commonly researched. In the case of attachment theory, there has been a

consistency with the variables organisation citizenship behaviour, affective commitment and turnover intentions in past research. To get collectively holistic measure of the concept of organisation attachment, the combination of these consequent variables may provide valuable information. However, it is to be noted that a combination of the three which would consist of attitudinal, cognitive and behavioural dimensions of attachment has not been researched enough.

Employees in the contemporary context engage more actively with their organisations and expect reciprocity. Since organisations have become a part of every individual, it is only natural that it becomes an important part of one's social identity. These reasons point towards an increasing emphasis on these theoretical frameworks from which is derived the concept of perceived organisational support. Perceived organisational support is an important variable in eliciting the desired outcomes in employees. Researchers explain the relationship between organisational support and organisation attachment as a socio-emotional one (Rhoades & Eisenberger, 2002). Even though studies attempted to explore the role of perceived support in enhancing the attachment, the process need to be further explored.

In the earlier researches organisational variables such as organisational identification, organisation-based self-esteem and job involvement have also emerged as part of the theoretical framework of attachment (Ajibola, 2014; Bankole & Ajagun, 2014). But these concepts are considered separately with its consequent variables. It may be due to the reason that these concepts have interested researchers only recently, which is obvious from the fact that most of the research has taken place only in the last ten years. A comprehensive approach including all these organisational variables which can predict the three dimensions of attachment has not being undertaken. The knowledge of the relative significance and predictive probability that these variables may have on organisation attachment would be a useful and relevant contribution to the organisational behaviour literature.

Chapter 3

SCOPE AND METHODOLOGY

<i>Contents</i>	<i>3.1 Introduction and statement of the problem</i>
	<i>3.2 Objectives</i>
	<i>3.3 Theoretical background</i>
	<i>3.4 Scope of the study</i>
	<i>3.5 Significance of the study</i>
	<i>3.6 Variables in the study and measurement</i>
	<i>3.7 Hypotheses</i>
	<i>3.8 Pilot study & Pre-test</i>
	<i>3.9 Data collection</i>
	<i>3.10 Statistical methods and analysis</i>
	<i>3.11 Limitations of the study</i>

This chapter focuses on the problem of the study and how the study is systematically conducted. The objectives, hypotheses and tools of data collection are specified. The theoretical background and the significance of the study are provided. The chapter also discusses the sampling process and the limitations of the study.

3.1 Introduction and statement of the problem

This is an era characterized by a phenomenon where employers are finding it difficult to get the right kind of people as employees even though there are a large number of people looking for employment. These are also times when employees willingly quit an organisation in larger numbers than organisations asking employees to quit. This clearly shows that retention and turnover are major issues facing organisations. Traditionally there has been lot of talk on what employees must be doing for their organisations as part of their work or commitment. Now, time has come where attraction and retention of employees has become critical and focus has shifted to what organisations should be doing towards their employees so as to keep them committed. For the past many decades the major concern was only that of employee turnover. Unfortunately voluntary turnover happens only with employees who perceives better opportunities, and rest stay back without any commitment or favourable behaviours for the organizations (Eder & Eisenberger, 2008). In an era where employees' behaviours can create competitive advantage, the issue of concern is not just about employee turnover but about the overall attachment of the employee. In this context, a study that explains the attachment of employees which encompasses Affective Commitment, extra role behaviours and intention to quit is worthwhile.

Although Deloitte survey (2014) tell us that the most common reason for employees quitting jobs is because of pay, studies need to explore the factors enhancing the attachment of the employees. Moreover the organisations make huge investments in their human resources in order to support their employees. These investments get reflected as employees' perception of organisational support. How much of this perception of organisational support would contribute to the attachment shown by them also need to be explored.

3.2 Objectives

The major objective of the study was to find out the relationship between employee perceptions of their organisations and their attachment behaviours. Another objective was to explain the role of certain intervening variables that may affect the relationship between employee perceptions and their attachment behaviours. A third objective was to find out whether employee perceptions regarding their organisations can be used to predict the different forms of attachment behaviour. Finally the researcher would attempt to come out with a model which would explain the relationships between the variables to improve the predictability.

The objectives of the study are

1. To study the relationship between Perceived Organisational Support (POS) and different forms of Organisational Attachment (OA), viz., Affective Commitment (AC), Organisational Citizenship Behaviour (OCB) and Intention to Quit (ITQ).
2. To study the intervening role of Job Involvement (JI) in the relationship between POS and different forms of Organisational Attachment (OA).
3. To study the intervening role of Organisational Identification (OI) in the relationship between POS and different forms of Organisational Attachment (OA).
4. To study the intervening role of Organisation-based Self-esteem (OBSE) in the relationship between POS and different forms of Organisational Attachment (OA).

3.3 Theoretical background

The researcher has looked at the role played by social exchange theory in an organisation. The theory originally propounded by Blau in 1964, when

applied to workplace behaviour has emerged as an important conceptual paradigm. The concept of social exchange involves a series of interactions that generate obligations. These interactions are conceived to be interdependent and the responses of the other person will elicit specific actions. This can result in high-quality relationships. Social exchange theory posits that relationships over a period of time can become trusting, loyal and mutual commitment if the parties engaged in the process follow the rules of exchange (Blau, 1964). One of the rules of exchange is reciprocity in kind, and the other talks about negotiated rules. The first rule shows us that the relationship between an organisation and its employee can go beyond the financial terms and that a number of non-financial reciprocity can be found. It has been found that employees may negotiate with the organisations regarding working conditions both at the group level and at the individual level. The theory also talks about the nature of the resource that is being exchanged. It consists of two types of characteristics. The first one is a continuum from particularism to universalism. For example, money has relatively low particularism as its worth remains the same regardless of who provides it. However, love has high particularism as the role of the source becomes important. Secondly, there is a continuum of concreteness which talks about how tangible a resource is. Lower the concreteness, the more symbolic value it has. Organisations are using the principles of this theory for increasing the particularism and offering aspects, which increases its symbolic value to strengthen the relationship with its employees (Emerson, 1976). The relevance of social exchange theory in the organisation setting has substantially increased as the organisations are looking at taking care of employees at an individual level in order to sustain and retain them.

Consistent with the views of social exchange theory, Eisenberger et al. (1986) developed the perceived organisational support (POS) construct, which they defined as individual's global beliefs about the extent to which organisation cares about their well-being and to which it values their contributions. When individuals tend to personify (anthropomorphize) the organisation on the basis of organisational actions, traditions and policies, the concept of organisational support becomes relevant.

The researcher has also drawn from attachment theory put forward by Bowlby in 1973, the origins of which can be traced to the infant-mother relationship in the area of developmental psychology. The attachment theory proposes that 'felt security' is the goal of a behavioural system that supports attachment. In such a system individuals will try to assess the level of security they experience, compared these to the levels they desire and then act on their environment to try and achieve a balance. Organisations serve as a good context where the interactions between the employees and the organisation are typified in a manner often depicting the organisation as the attachment figure. As such the responses of the organisation towards its employees will actually determine the extent to which employees obtain proximity to and comfort from the attachment figure. Over a period of time, the pattern of these interactions may become ingrained and become reproduced in relationships with the attachment figure (Rousseau, 1998). Such attachment may consist of cognitive, affective and behavioural components. To get collectively holistic measure of the concept of organisational attachment, the combination of these consequent variables may provide valuable information. There has been a consistency with the variables under organisational attachment which includes organisation citizenship behaviour, affective commitment and turnover intentions. The researcher has included affective commitment as the affective component,

organisational citizenship behaviour as the behavioural component and intention to quit as the cognitive component of attachment. However it is to be noted that a combination of the three which would consist of attitudinal, cognitive and behavioural dimensions has not been researched enough.

The model may be inadequate if perceptions regarding the organisation alone are taken to explain their relationship to organisational attachment. The researcher has also used the social identity theory to look at how individuals try to create an identity of their own and relate with that identity. This is known as self-categorization in social identity theory (Tajfel & Turner, 1979). The social identity theory also has a component of social comparison. Both these together will result in an accentuation which will affect the values and beliefs, affective reactions and behavioural norms of individuals. Organisations to provide themselves as a good reference point for in group feelings which would help improve the accentuation that their own employees have. Organisational identification is a specific form of social identification in which individuals define themselves in terms of their organisational membership (Tajfel, 1979).

Many earlier researchers have found that the employees' identification with his job which is known as job involvement is an important predictor of extra role behavior (Chen & Chiu, 2009). The researcher has included this variable as one which may intervene between the relationship of organisational perceptions and organisational attachment.

Researchers explain the relationship between organisational support and organisational attachment as a socio-emotional one (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Rhoades & Eisenberger, 2002). A lot of research in the last one decade has focused on employee turnover. The cost of employee turnover becomes increasingly high in the case of employees who

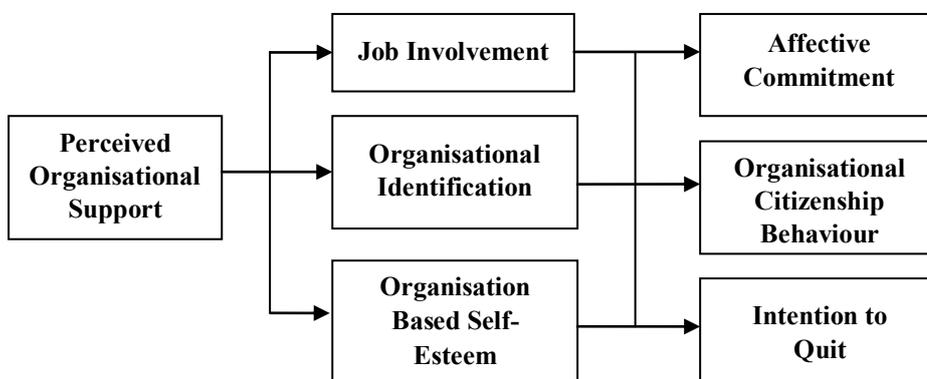
have been with the organisation beyond the infantile period. Although induction, socialization and immediate job environment are significant variables in the initial experience of an employee in an organisation, organisational behaviour literature has not really focused on antecedents of turnover of senior or experienced employees.

The evolution of organisational behaviour has seen a number of personality and behavioural variables identified in the organisational context. Most of these variables have intrapersonal and interpersonal orientations. Their relevance and implications are mostly limited to the individual's personality type, the immediate job environment, the supervisory or leadership climate or co-workers and peer relationships. The development of technology, the flattening of organisations, the increased level of employee participation, the ever-changing business scenario have all contributed in making an organisation as dynamic as never before. This would mean that organisations have changed from being large stable behemoths to nimble, flexible and responsive entities. Employees now don't just do the job and relate with their superior, but constantly engage with different parts and different forms of organisations. This would mean that the perception that the employees would have had regarding organisations as insensitive, bureaucratic or authoritative entities would also have changed. Employees in the contemporary context engage more actively with their organisations and expect reciprocity. Since organisations have become a part of every individual, it is only natural that it becomes an important part of one's social identity. These reasons point towards an increasing emphasis on these theoretical frameworks from which the concept of perceived organisational support is derived. Organisational variables such as organisational identification and organisation-based self-esteem have also emerged as part of this theoretical framework.

Literature has shown a number of researches that have utilized these concepts separately with its consequent variables. It may be due to the reason that these concepts have interested researchers only recently, which is obvious from the fact that most of the research has taken place only in the last decade or so. A comprehensive approach by including all these organisational variables has not being undertaken. Research has identified the interventions that organisations need to take to augment the impression it forms on its employees. The knowledge of the relative significance and predictive probability that these variables may have on different consequent variables would be a useful and relevant contribution to the organisational behaviour literature. Organisational attachment has emerged as an important variable as the competition for talent increases. Predicting organisational attachment is difficult. With the help of social exchange theory and social identity theory the researcher attempts to explain the role of perceived organisational support on organisational attachment with the intervening effect of job involvement, organisational identification and organisation-based self-esteem, which is presented as the conceptual framework below.

The Research model is as follows:

Figure 3.1 Research Model



3.4 Scope of the study

The study looks at the influence of perceived organisational support on organisational attachment through the intervening variables of job involvement, organisational identification and organisation-based self-esteem in Information Technology organisations in Kerala.

Past research in organisational attachment has had mainly two different approaches. In one approach, styles of attachment have been researched and the other where different types of attachment have been taken. The present study has taken the different types of organisational attachment. Even in research where different types of attachment have been taken different researchers have included different variables and combinations. In order to accommodate the affective, cognitive and behavioural aspects, the researcher has chosen affective commitment, organisational citizenship behaviour and intention to quit as the three variables that would constitute attachment.

There may be a number of variables that form the antecedents of organisational attachment. Considering the growing importance of perceived organisational support in organisational behaviour literature, the researcher has focused only on the relationship between perceived organisational support and organisational attachment.

There may be a number of other factors that would intervene in the relationship between employee perceptions of their organisation support and attachment. Grounding on the established theories, the researcher has chosen three major intervening variables - job involvement, organisational identification and organisation-based self-esteem, that have shown a significant intervening effect in earlier studies which included the antecedents of the

variables that constitute organisational attachment as well as consequent variables of perceived organisational support.

The independent variable chosen for the study is one which takes into account the perception of the employees regarding their organisations. This variable measured the extent to which employees favourably or unfavourably perceive their organisations. As such this variable is different from organisational culture because culture encompasses different dimensions that may not be amenable to a unitary perspective.

In order to control for the social culture factor, the researcher has restricted the study to the state of Kerala. Since the problem that is being studied in this research is most prevalent in the information technology industry (Deloitte, 2014), and since many organisations which are small in number do not have established human resource management practices, the researcher has included only organisations which have more than 200 numbers of employees.

The researcher had in the initial stages of research tried to assess whether the independent variable can be taken as an organisational variable. It was found that in general organisations did not consciously follow practices or policies that would describe the independent variable as having an organisational nature.

3.5 Significance of the study

The study has significant implications from both the application perspective as well as the academic perspective in the field of organisational behaviour and human resource management.

Most of the human resource management practices in organisations aim towards easier management of a collection of employees. With employee

turnover becoming a critical issue and the advent of innovative human resource management practices which focus on customizable solutions aimed at specific employees it is important for organisations to understand the perceptions of their employees. It would be worthwhile for organisations to understand the symbolic value that they hold in the mindset of their employees to better leverage employee outcomes.

From the theoretical perspective, there are several contributions that this study would make. Since the concept of organisational citizenship behaviour evolved, there have been numerous attempts to study its impact and importance. Most of the variables used to study this concept have been individual variables, from commitment, perceived fairness to even personality types. However, two notable changes can be from literature scrutiny. First, there is a trend towards focusing on organisation related variables that may impact organisational citizenship behaviour, and second, the evolution of the concept of organisational attachment (OA) as a more comprehensive measure than organisational citizenship behaviour. As such, it is becoming an important task for organisational behaviour research to examine when and which employees are most likely to display several forms of organisational attachment. This is of particular importance to retain and educate further the in an organization (Olfen & Cremer, 2007).

Several studies have attempted to determine antecedents of organisational citizenship behaviour, however there is a lack of research investigating the relationship between perceived organisational support (POS), and organisational citizenship behaviour (Jordan & Sevastos, 2003). There have been several studies that have linked perceived organisational support and organisational citizenship behavior (Chen, Aryee, & Lee, 2005; Randall, Cropanzano, Bormann, & Birjulin, 1999; Rhoades & Eisenberger, 2002; Shore

& Wayne, 1993). However, the perspective has been rather narrow and the contribution of this study would be widening the horizon by bringing in the concept of organisational attachment, which is broader and more applicable than organisational citizenship behaviour, as it includes not just an additional commitment factor, but also the intention of the employee to quit. In today's times where role descriptions are vague, the concept of organisational citizenship behaviour has to be further strengthened into tangible results like reduction in employee turnover.

Organisations cannot get desired results from its human capital by providing good working conditions alone, but it would have to consider several other factors. The very fact that individuals value the degree to which they can satisfy their needs by participating in roles within the context of an organisation does point to the factor that participation in roles is more than just person-job fit. Organisation roles can motivate and induce participation and these need not be restricted to just formal roles and this results in a high level of Organisation-based-self-esteem. There is also a level of possessiveness that may be exhibited by individuals as they strongly identify with the organisation. The extent to which individuals perceive themselves as part of a specific organisation is the concept of organisational identification. Organisational identification affects both the employee as well as the organization (Ashforth & Mael, 1989). Both these concepts along with perceived organisational support are variables that affect an individual in ways that is positive that may induce organisational attachment. Job involvement has been studied in relation with organisational citizenship behaviour, but this study would provide insight into whether it has any role to play in influencing the relationship between employee perception of organisation support and organisational attachment.

This study would provide an opportunity to study the dynamics of these variables in how much they impact attachment.

3.6 Variables in the study and measurement

The study includes the following variables. The independent variable is perceived organisational support. The dependent variable is organisational attachment. The intervening variables are job involvement, organisational identification and organisation-based self-esteem. The concept of definitions and the operationalisation of the variables are explained in the following paragraphs. All the variables in the study were measured using available standardized questionnaires. All of them had significant reliability statistics in the studies that they were used earlier.

3.6.1 Dependent Variable

Organisational Attachment refers to an individual's psychological or behavioural involvement in an organisation, as indicated by lack of absence, lack of turnover, lack of intention to quit the organisation and/or psychological commitment to the organization (Tsui et al., 1992). It has also been defined as the extent of attachment towards an organisation as a result of both direct and indirect exchange with the organization (O'Reilly & Chatman, 1986)

The dependent variable organisational attachment was operationalised using the adapted scales of the following constructs: Affective Commitment, Organisational Citizenship Behaviour and Intention to Quit.

Affective Commitment: Affective commitment is the emotional attachment to the organization (Meyer, 1997).

Meyer, Allen, & Smith (1993) conceptualised the construct of Affective Commitment as an inventory measuring the psychological involvement of an

individual towards his organisation. The scale used by the researcher was one which was modified by Wasti (2003) by adding 2 more items. The scale had a total of six items measured using a five-point Likert scale.

Organisational Citizenship Behavior: Bateman & Organ (1983) conceptualized it as behaviour that is beneficial to the organisation but that which is neither prescribed nor enforced. This was measured using a scale developed by Williams and Anderson (1991) which looked at two different types of organisational citizenship behaviour, one which is aimed at the individual and secondly at the organisation. The present study has taken the scale which measured OCB at the organisational level which had six items measured using a five-point Likert scale.

Intention to quit: Mobley, Horner, & Hollingsworth (1978) conceptualized as a thought process of an employee where he would think a lot about leaving the organisation, would actively search for alternatives and where he believes there will be imminent action on his part. The researcher operationalised it by using the scale developed by Mobley et al. (1978), which consisted of three items measured using a five-point Likert scale.

3.6.2 Independent variable

Perceived Organisational Support: Eisenberger et al. (1986) defined perceived organisational support as "the extent to which employees perceive that their contributions are valued by their organisation and that the firm cares about their well-being".

The researcher operationalised the concept using the scale developed by Eisenberger et al. (1986), and adapted by the researcher, which had sixteen items (short version), measured using a five-point Likert scale.

3.6.3 Intervening variables

The researcher also included three other variables in the study. These variables were job involvement, organisational identification and organisation based self-esteem. The researcher had come across these variables as antecedents of the dependent variables which in many earlier researches played an intervening role or as consequences to the major independent variable, i.e., perceived organisational support.

1. **Job Involvement:** Lodahl & Kejnar (1965) referred to the extent to which employees psychologically identify with their job, or the degree of importance of the job in employees' self-image as job involvement. The researcher adapted the scale developed by Kanungo (1982) which had six items measured using a five-point Likert scale.
2. **Organisational Identification:** Ashforth & Mael (1989) conceptualised it as the extent to which individuals perceive themselves as part of a specific organisation. The researcher used the scale developed by them who operationalised the construct using six items measured on a five-point Likert scale.
3. **Organisation-based Self-esteem:** Pierce, Gardner, Cummings, & Dunham (1989) defined it as the extent to which a person believes himself to provide a valuable contribution to his organisation. The researcher used the scale developed by Pierce & Gardner (2009) which consisted of five items measured using a five-point Likert scale.

3.6.4 Demographic variables

The researcher included gender, age, total years of service, years of service in the present organisation, management level, size of the organisation (using total number of employees) and the number of organisations the

employee had worked before as variables that may give more insight into the demographic profile of the sample.

3.7 Hypotheses

Based on the conceptual framework developed for the study the following hypotheses were formulated.

- H.1 Employees with high perceived organisational support have significantly higher affective commitment.
- H.2 Employees with high perceived organisational support show significantly higher organisational citizenship behaviour.
- H.3 Employees with high perceived organisational support show significantly lower intention to quit.
- H.4 Job involvement mediates the relationship between perceived organisational support and affective commitment.
- H.5 Job involvement mediates the relationship between perceived organisational support and organisational citizenship behaviour.
- H.6 Job involvement mediates the relationship between perceived organisational support and Intention to quit.
- H.7 organisational identification mediates the relationship between perceived organisational support and affective commitment.
- H.8 Organisational identification mediates the relationship between perceived organisational support and organisational citizenship behaviour.
- H.9 Organisational identification mediates the relationship between perceived organisational support and Intention to quit.
- H.10 Organisation based self-esteem mediates the relationship between perceived organisational support and affective commitment.

- H.11 Organisation based self-esteem mediates the relationship between perceived organisational support and organisational citizenship behaviour.
- H.12 Organisation based self-esteem mediates the relationship between perceived organisational support and intention to quit.

3.8 Pilot study & Pre-test

The researcher conducted a pilot study among a sample of hundred respondents to ensure the reliability of the scales. The questionnaires used for measuring Perceived organisational support, job involvement, organisational identification, organisation-based self-esteem and affective commitment had a five-point Likert type scale from “strongly disagree” to “strongly agree”. The scales for organisational citizenship behaviour and intention to quit used a 5 point Likert -type scale from “never” to “very frequently”.

Cronbach’s Alpha score was used for assessing the reliability of the different scales. The reliability scores of the scales obtained from the study are given below:

Table 3.01 Reliability of scales

Variables	No. of items	Reliability(Pretest)
Perceived Organisational Support	16	0.993
Organisational Identification	6	0.968
Organisation based self esteem	5	0.963
Job Involvement	6	0.971
Affective Commitment	6	0.978
Organisation Citizenship Behaviour	6	0.967
Intention to Quit	3	0.970

Table 3.01 shows that all the variables in the study have Cronbach's Alpha above 0.9 during pre-testing, which show good reliability of the scales used to measure the variables in the study.

The scale parameters after the final study including, the mean and the standard deviation is given below:

Table 3.02 Scale parameters of the sample

Variables	Mean	Std. Deviation
Perceived Organisational Support	3.43	1.04
Organisational Identification	3.60	1.18
Organisation based self esteem	3.64	1.07
Job Involvement	3.73	0.99
Affective Commitment	3.20	1.03
Organisation Citizenship Behaviour	3.41	0.81
Intention to Quit	2.31	1.27

3.9 Data collection

3.9.1 Population

The population of the study consisted of all employees who are professionally qualified and have atleast two years service working in that organisation in the information technology sector in Kerala.

The researcher was studying variables that had to be tested in organisations which need to be sufficiently mature, with sizeable number of employees and where proper human resource management departments were established. Only employees from organisations in Kerala, with minimum five

years of existence, having two hundred or more employees and a full-fledged human resource department in the company were included for the study.

The study included only employees with professional qualifications to control for the terms and conditions of employment. Employees with no technical background and at the undergraduate level were not included in the study.

3.9.2 Sampling Design

The researcher decided to draw the sample from the place where there is a maximum concentration of information technology companies in Kerala, which includes Technopark in Thiruvananthapuram and Infopark in Kochi. As per the available statistics from the websites in 2015, there were nearly 220 firms in Technopark and 80 firms in Infopark which provided a sizeable number of organisations from where the sample can be drawn. However, the researcher found that many of these were very small companies or start-ups where the number of employees was too less. The researcher then ascertained the suitability of these organisations and tried to obtain permission to conduct the data collection. The researcher was able to identify eight organisations in Technopark and ten organisations in Infopark which met the criteria. The researcher then figured out a list of employees who had at least two years of experience in that organisation and questionnaires were distributed.

3.9.3 Data Collection

Data was collected from employees using the questionnaire. Technopark and Infopark together employed nearly 42,000 employees in 2015. The population of the researcher would be lesser than this. Using the sample calculator with 95 percent confidence level and 5 percent margin of error with the population given above the researcher got a recommended sample size of 381. The researcher distributed 700 questionnaires (nearly twice the required

sample size) to eight organisations in Technopark and ten organisations in Infopark and received 476 back with a response rate of 68 percent. After screening and scrutiny the researcher ended up with 425 usable questionnaires accounting for a response rate of 62 percent, for the study. The reliability of the scales was once again checked with the complete sample and the Cronbach's alpha scores for the scale were as follows. Perceived organisational support (0.945), organisational identification (0.895), organisation based self-esteem (0.888), job involvement (0.776), affective commitment (0.914), organisational citizenship behaviour (0.844) and intention to quit (0.959).

3.10 Statistical methods and analysis

The researcher processed the data using statistical softwares, SPSS (version 21) and Amos 21. Statistical techniques used for data analysis include mean, standard deviation, regression analysis and structural equation modeling. Regression analysis using SPSS was used to test the hypotheses. Finally the researcher used Amos to test the model using structural equation modeling. SEM analysis was adopted by the researcher to test the research model using the co-variance matrix which is a much more robust software for testing the research model, including multiple model testing.

3.11 Limitations of the study

1. The researcher has undertaken a cross-sectional study. A study on perceived organisational support and organisational attachment may be better explained using longitudinal studies. The researcher did not embark on such an approach because of the constraints of time.
2. Some of the variables that the researcher has studied may be influenced by individual personality differences. These have not been explored.
3. Organisational attachment could have many other antecedents. Scope of the present study is limited to look at the link between POS and OA, and number of variables affecting attachment has been limited. More comprehensive models incorporating other antecedents may provide a different result.

Chapter 4

DATA ANALYSIS

Contents

4.1 *Demographic profile*

4.2 *Hypothesis testing*

This chapter consists of the demographic profile of the respondents and comparison of the various variables with the demographic profile. Rest of the session consists a detailed analysis using statistics with the help of the software SPSS (version 21) and hypothesis testing with the relevant statistical figures shown in tables.

4.1 Demographic profile

The demographic profile of the respondents included gender, age, total years of service, years of service in the present organisation, level in management, size of the organisation, and the number of organisations the respondent has worked.

4.1.1 Gender

The researcher is analyzing the perceptions that employees have towards their organisations. There may be differences in the way in which employees of different gender perceive their organisations. The gender-wise distribution of respondents is given in table 4.1.

Table 4.1 Gender-wise distribution of respondents

Gender	Frequency	Percent
Male	255	58.6
Female	180	41.4
Total	435	100.0

The above table shows that 255 respondents were male contributing 58.6 percentage of the respondents. There were 180 respondents who were female making up 41.4 percentage of the respondents. Since the respondents were professionally educated employees in the information technology sector, it can be concluded that this is a fair representation of the population.

4.1.2 Age

The age of the respondents may also have an influence on the different variables used in the study. The age wise distribution of the respondents is given in table 4.2.

Table 4.2 Age-wise distribution of respondents

Age	Frequency	Percent
25 – 30 years	112	25.7
31 – 35 years	161	37.0
36 – 40 years	107	24.6
41 – 45 years	44	10.1
> 45 years	11	2.5
Total	435	100.0

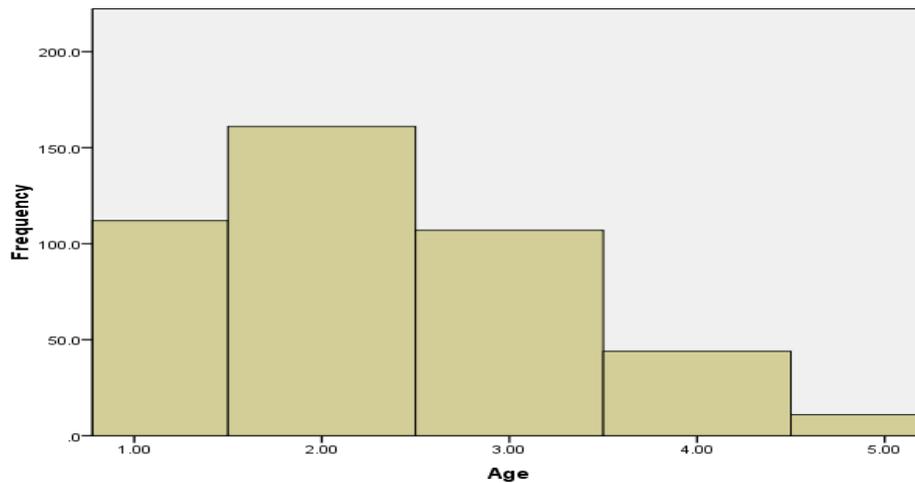
Figure 4.1 Age wise profile of respondents

Table shows 112 respondents contributing 25.7 percentage of the total respondents belong to the age group between 25 and 30 (designated as 1.00 in the histogram). 161 respondents contributing 37 percentage of the total respondents belong to the age group between 31 and 35 (designated as 2 in the histogram). There were 107 respondents belonging to the age group between 36 and 40 which comprised of 24.6 percentage of the total respondents

(designated as 3 in the histogram). There were 44 respondents making up 10.1 percentage of the total respondents who belong to the age group between 41 and 45 (designated as 4 in the histogram). 11 respondents were above the age of 45 (designated as 5 in the histogram).

The information technology sector which had its beginnings in the late 1990s in India is relatively young compared to other sectors. The researcher also had a condition that the respondents should have at least a minimum of 2 years of experience in the present company. Taking these into consideration, the respondent profile seems to reflect the population.

4.1.3 Total years of service

The experience of the respondents may have an influence on their perception of the variables taken for the study. The experience profile of the respondents is given in table 4.3.

Table 4.3 Total experience of the respondents

Total Experience (Years)	Frequency	Percent
< 5	100	23.0
6 - 10	191	43.9
11 - 15	104	23.9
16 – 20	34	7.8
> 20	6	1.4
Total	435	100.0

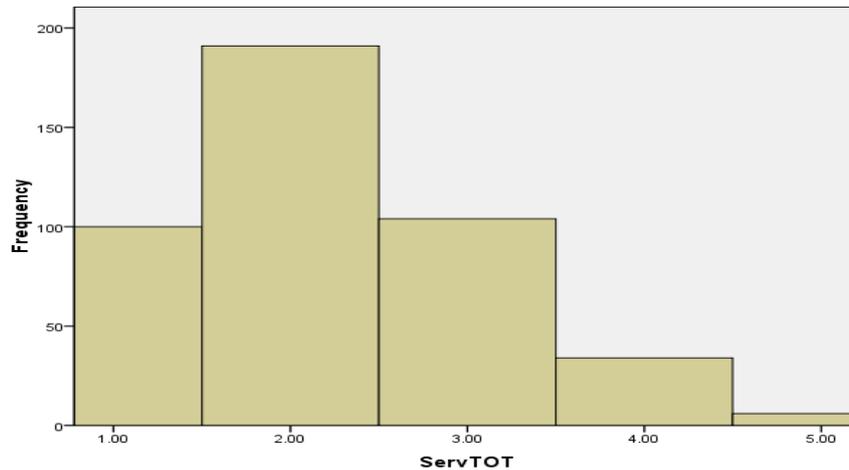
Figure 4.2 Total experience of the respondents

Table shows 100 respondents representing 23 percentage of the total respondents had a total service of less than 5 years (designated as one in the histogram). There were 191 respondents who formed 43.9 percentage of the total respondents who had total experience between 6 and 10 years (designated as 2 in the histogram). 104 respondents comprising 23.9 percentage of the total sample had total experience between 11 and 15 years (designated as 3 in the histogram). 34 respondents, which was 7.8 percentage of the sample had total experience between 16 and 20 years (designated as 4 in the histogram). There were six respondents who had a total experience of more than 20 years which constituted 1.4 percentage of the total respondents (designated as 5 in the histogram).

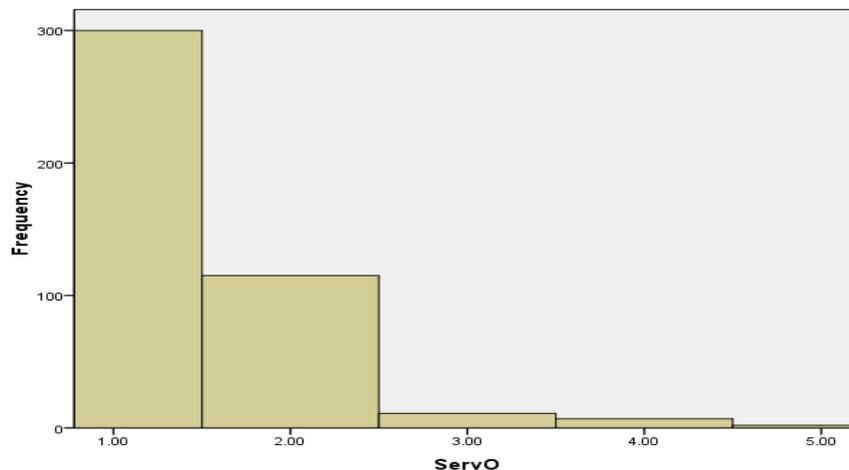
4.1.4 Years of service in the present organisation

The researcher also wanted to explore whether the years of service in the present organisation had any significant influence on the variables in the study. The years of service in the present organisation is shown in table 4.4.

Table 4.4 Years of service of the respondents in the present organisation

Years of service	Frequency	Percent
< 5	300	69.0
6 - 10	115	26.4
11 - 15	11	2.5
16 - 20	7	1.6
> 20	2	0.5
Total	435	100.0

Figure 4.3 Years of experience in the present organisation



300 respondents contributing 69 percentage of the total respondents had less than 5 years of experience in the present organisation (designated as 1 in the histogram). 115 respondents representing 26.4 percentage of the total sample had an experience between 6 and 10 years in the present organisation (designated as 2 in the histogram). 11 respondents which was 2.5 percentage of the total sample had experience between 11 and 15 years in the present organisation (designated as 3 in the histogram). Seven respondents (1.6%) had

an experience between 16 and 20 years and two respondents (0.5%) with experience of more than 20 years were also part of the sample.

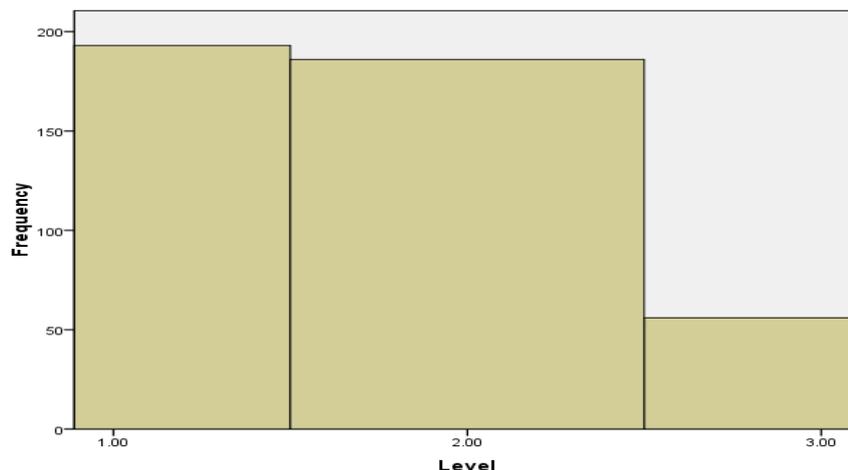
4.1.5 Managerial Level of respondents in the organisation

The researcher also collected data regarding the managerial level of the respondents. The levels were designated as junior, middle and senior levels. The profile of the respondents according to that level in management is shown in table 4.5.

Table 4.5 Managerial level of the respondents' in organisation

Managerial Level	Frequency	Percent
Junior	193	44.4
Middle	186	42.8
Senior	56	12.9
Total	435	100.0

Figure 4.4 Respondents' managerial level in organisation



193 respondents constituting 44.4 percentage of the sample belonged to the junior managerial level of the organisation (designated as 1 in the histogram). 186 respondents which formed 42.8 percentage of the sample were from the middle level (designated as 2 in the histogram). 56 respondents which made up 12.9 percentage of the total respondents belonged to the senior level of the organisation (designated as 3 in the histogram).

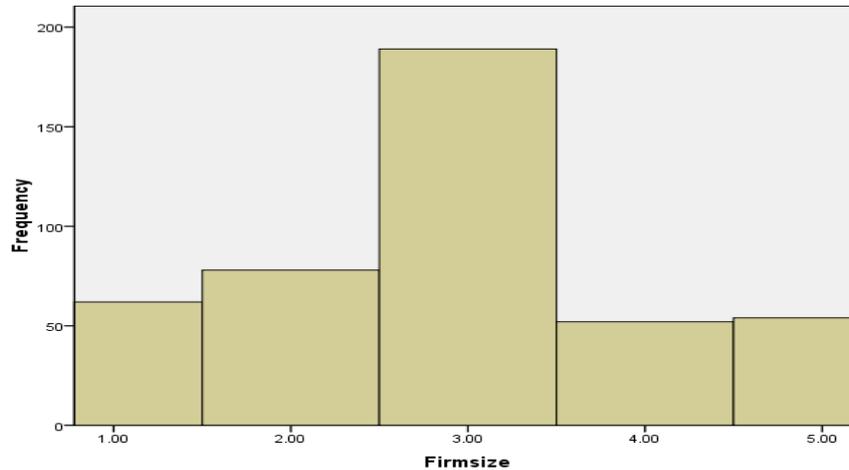
As most of the organisations in the information technology sector have flat structures such a profile as seen above can be assumed to be representative of the population.

4.1.6 Size of the organisation

The researcher intended to explore whether the size of the organisation has any influence on the variables in the study. The size of the organisation was taken as the total number of employees employed in that organisation. The profile of the size of the organisations taken for the study is shown in table 4.6.

Table 4.6 Size of the organisation

No. of employees	Frequency	Percent
< 500	62	14.3
501 - 1000	78	17.9
1001 - 5000	189	43.4
5001 - 10000	52	12.0
> 10001	54	12.4
Total	435	100.0

Figure 4.5 Size of organisations

The table shows that 62 respondents constituting 14.3 percentage of the total number of respondents were from organisations which had less than 500 number of employees (designated as 1 in the histogram). 78 respondents which was 17.9 percentage of the total number were from organisations which had between 500 and 1000 employees (designated as 2 in the histogram). 189 respondents forming 43.4 percentage of the total sample were employed in organisations which had between 1001 and 5000 employees (designated as 3 in the histogram). 52 respondents (12%) were from organisations which had between 5001 and 10,000 employees (designated as 4 in the histogram). There were 54 respondents (12.4%) who were from organisations which had more than 10,000 employees (designated as 5 in the histogram).

4.1.7 Number of organisations the respondent has worked

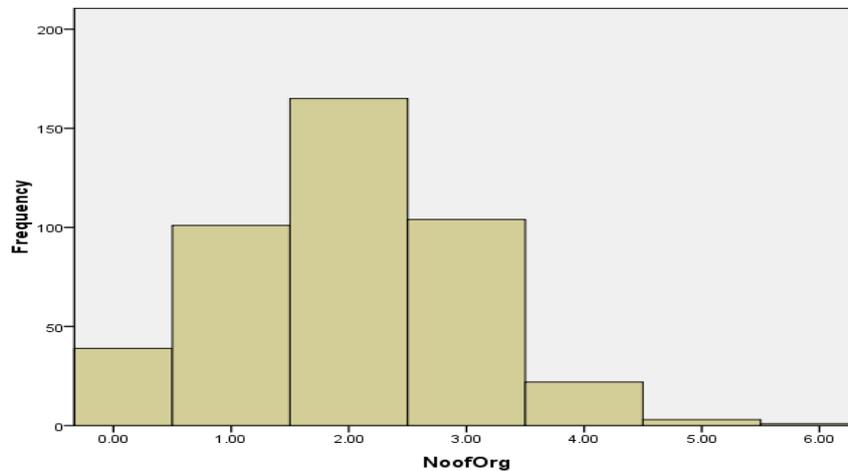
Employee turnover was one of the major problems that the researcher had identified. The researcher wanted to explore the relationship between the number of organisations a respondent would have worked in and his perception

of the variables in the study. The number of organisations the respondent has worked in is shown in table 4.7.

Table 4.7 Number of organisations the respondent has worked

No. of organisations	Frequency	Percent
0	39	9.0
1	101	23.2
2	165	37.9
3	104	23.9
4	22	5.1
5	3	0.7
6	1	0.2
Total	435	100.0

Figure 4.6 Number of organisations respondent has worked



39 respondents, constituting nine percentage of the sample have not worked in any other organisation before and the present company was their first organisational experience (designated as 0 in the histogram). 101 respondents who formed 23.2 percentage of the total respondents have worked

in one organisation before (designated as 1 in the histogram). 165 respondents, constituting 37.9 percentage of the total sample have worked in two organisations before (designated as 2 in the histogram). 104 respondents contributing to 23.9 percentage of the total respondents have had experience working in three organisations before their present assignment (designated as 3 in the histogram). 26 respondents forming six percentage of the sample have worked in four or more organisations in their employment history (designated as 4, 5 and 6 in the histogram).

4.1.8 Demographics and Perceived Organisational Support

The following section consists of descriptive analysis of different demographic variables such as gender, age, years of experience, tenure, levels in management, firm size, number of organisations worked before, frequency of organisations changed and perceived organisational support.

4.1.8.1 Gender and Perceived Organisational Support

Table 4.8 Group statistics of Gender and Perceived Organisational Support

	Gender	N	Mean	Std. Deviation	Std. Error Mean
POS	Male	255	3.21	1.13	0.07
	Female	180	3.74	0.82	0.06

The table above shows that the mean score of males for perceived organisational support is 3.214 and for females, it is 3.738, which means perceived organisational support is more for females.

4.1.8.2 Age and Perceived Organisational Support

Table 4.9 Group statistics of Age and Perceived Organisational Support

Age (Years)	N	Mean	Std. Deviation	Std. Error
25-30	112	3.22	1.08	0.10
31-35	161	3.34	1.06	0.08
36-40	107	3.54	1.01	0.09
41-45	44	3.97	0.84	0.13
>45	11	3.62	0.97	0.29
Total	435	3.43	1.05	0.05

The table above shows that there is an incremental increase in the employees' perception of organisation support as age increases.

4.1.8.3 Total years of service and Perceived Organisational Support

Table 4.10 Group statistics of total years of service and Perceived Organisational Support

Total years of service	N	Mean	Std. Deviation	Std. Error
1-5	100	3.19	1.05	0.10
6-10	191	3.41	1.07	0.07
11-15	104	3.49	1.00	0.09
16-20	34	4.08	0.79	0.14
>20	6	3.45	1.18	0.48
Total	435	3.43	1.05	0.05

Table 4.10 shows that there is a steady increase in the perceived organisational support as the employees experience increases.

4.1.8.4 Tenure in present organisation and Perceived Organisational Support

Table 4.11 Group statistics of tenure in present organisation and Perceived Organisational Support

Tenure (Years)	N	Mean	Std. Deviation	Std. Error
1-5	300	3.21	1.05	0.06
6-9	98	3.95	0.84	0.08
>9	37	3.84	0.95	0.16
Total	435	3.43	1.04	0.05

The table shows that perceived organisational support increases as tenure increases from below five years to the group who have between six and nine years of experience with a slight dip thereafter, but nevertheless higher than in the initial stages of an employees' tenure within an organisation.

4.1.8.5 Managerial levels and Perceived Organisational Support

Table 4.12 Group statistics of managerial levels and Perceived Organisational Support

Managerial level	N	Mean	Std. Deviation	Std. Error
Junior	193	3.17	1.06	0.07
Middle	186	3.51	0.99	0.07
Senior	56	4.07	0.91	0.12
Total	435	3.43	1.05	0.05

There is a steady increase in the level of perceived organisational support as one moves up the levels in management.

4.1.8.6 Firm size and Perceived Organisational Support

Table 4.13 Group statistics of Firm size and Perceived Organisational Support

Number of Employees	N	Mean	Std. Deviation	Std. Error
0-500	62	3.33	0.89	0.11
501-1000	78	3.24	1.1	0.13
1001-5000	189	3.48	1.06	0.08
5001-10000	52	3.20	1.16	0.16
>10000	54	3.87	0.78	0.11
Total	435	3.43	1.05	0.05

When firm size moves up from 500 to a 1000 employees, a dip in the mean score of perceived organisational support can be seen. There is an increase in the mean score amongst organisations which employ between 1000 to 5000 employees, which again goes down in the size group between 5000 and 10000. There is again an increase in the score in firms which employ more than 10000 persons.

4.1.8.7 Number of organisations worked before and Perceived Organisational Support

Table 4.14 Group statistics of number of organisations an employee has worked before and Perceived Organisational Support

number of organisations	N	Mean	Std. Deviation	Std. Error
0-1	140	3.55	0.96	0.08
2-3	269	3.41	1.07	0.07
4-6	26	2.96	1.13	0.22
Total	435	3.43	1.05	0.05

There is a steady decrease in the mean score of perceived organisational support as the number of organisations the employee has worked in, increases. To test further, the researcher looked at the ratio between total tenure and the number of organisations worked, so that the tendency to change organisations is noted. The sample was divided into two groups which were split using the mean value and the difference computed.

4.1.8.8 Frequency of organisation change and Perceived Organisational Support

Table 4.15 Group statistics of people who have changed organisation frequently and Perceived Organisational Support

	Frequency	N	Mean	Std. Deviation	Std. Error Mean
POS	Frequent	250	3.18	1.07	0.07
	Not Frequent	178	3.77	0.91	0.07

It was found that there is significant decrease in the scores of perceived organisational support between employees who frequently change organisations and those who don't. The persons who frequently change organisations show a lesser score of perceived organisational support.

4.1.9 Demographics and Intervening variables

The following section consists of descriptive analysis of different demographic variables such as gender, age, years of experience, tenure, levels in management, firm size, number of organisations worked before, frequency of organisations changed and the intervening variables, which are job involvement, organisational identification and organisation-based self-esteem.

4.1.9.1 Gender and Intervening variables

Table 4.15 Group statistics of Gender and Intervening variables

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JI	Male	255	3.56	1.00	0.06
	Female	180	3.97	0.93	0.07
OI	Male	255	3.59	1.28	0.08
	Female	180	3.61	1.02	0.07
OBS	Male	255	3.49	1.17	0.07
	Female	180	3.84	0.89	0.06

Table 4.15 shows that females showed higher job involvement, organisational identification and organisation based self-esteem, than males.

4.1.9.2 Age and Intervening variables

Table 4.16 Group statistics of Age and Intervening variables

	Age (years)	N	Mean	Std. Deviation	Std. Error
JI	25-30	112	3.39	1.10	0.10
	31-35	161	3.61	0.97	0.07
	36-40	107	4.04	0.85	0.08
	41-45	44	4.28	0.75	0.11
	>45	11	4.00	0.73	0.22
	Total	435	3.74	0.99	0.05
OI	25-30	112	3.55	1.35	0.13
	31-35	161	3.64	1.24	0.09
	36-40	107	3.74	1.08	0.10
	41-45	44	3.34	0.73	0.10
	>45	11	3.33	0.52	0.16
	Total	435	3.60	1.18	0.05
OBS	25-30	112	3.68	1.21	0.11
	31-35	161	3.67	1.17	.092
	36-40	107	3.58	0.91	0.08
	41-45	44	3.62	0.76	0.12
	>45	11	3.39	0.85	0.26
	Total	435	3.64	1.08	0.05

It can be seen from the above table that there is an increase in job involvement, organisational identification and organisation-based self-esteem as age increases, and that there is a slight decrease as the age group becomes greater than 45 years. Job involvement is highest for the 41-45 age group,

organisaional identification is highest for 36-40 age group and organisation-based self-esteem shows highest values in the 25-30 age group.

4.1.9.2 Total experience and intervening variables

Table 4.17 Group statistics of Total experience and intervening variables

	Total Experience (Years)	N	Mean	Std. Deviation	Std. Error
JI	1-5	100	3.39	1.08	0.10
	6-10	191	3.66	1.01	0.073
	11-15	104	4.01	0.83	0.081
	16-20	34	4.38	0.65	0.11
	>20	6	3.89	0.86	0.35
	Total	435	3.74	0.99	0.04
OI	1-5	100	3.56	1.38	0.14
	6-10	191	3.65	1.24	0.08
	11-15	104	3.66	1.035	0.10
	16-20	34	3.28	0.59	0.10
	>20	6	3.39	0.49	0.20
	Total	435	3.60	1.18	0.05
OBS	1-5	100	3.68	1.22	0.12
	6-10	191	3.66	1.13	0.08
	11-15	104	3.65	0.93	0.09
	16-20	34	3.43	0.57	0.09
	>20	6	3.16	0.98	0.40
	Total	435	3.64	1.07	0.051

There is an increase in the mean score of Job Involvement and organisational identification as the total experience of the employee increases, where it can also be noted that there is a slight decrease when the total experience is nearing twenty years. Organisation based self-esteem, on the other hand, shows a declining trend as total experience increases. Job involvement shows the highest value in the experience bracket of 16-20 years, organisational identification is highest in the 6-10 year and organisation based self-esteem is highest when an employee's total experience is between 1-5 years and lowest in the greater than twenty years category.

4.1.9.3 Tenure in present organisation and intervening variables

Table 4.18 Group statistics of Tenure in present organisation and intervening variables

	Tenure (Years)	N	Mean	Std. Deviation	Std. Error
JI	1 - 5	300	3.50	0.99	0.05
	6 - 9	98	4.29	0.81	0.08
	> 9	37	4.18	0.69	0.11
	Total	435	3.73	0.99	0.04
OI	1 - 5	300	3.56	1.30	0.07
	6 - 9	98	3.78	0.92	0.09
	> 9	37	3.41	0.50	0.08
	Total	435	3.60	1.18	0.05
OBS	1 - 5	300	3.68	1.18	0.06
	6 - 9	98	3.55	0.74	0.07
	> 9	37	3.56	0.87	0.14
	Total	435	3.64	1.07	0.05

Job involvement and organisational identification both show an initial increase as the tenure increases and thereafter decreases, when tenure crosses more than nine years. Organisation based self-esteem is highest in the tenure of 1-5 years and then decreases.

4.1.9.4 Managerial Level in organisation and intervening variables

Table 4.19 Group statistics of managerial level of respondents and intervening variables

	Managerial Level	N	Mean	Std. Deviation	Std. Error
JI	Junior	193	3.44	1.01	0.07
	Middle	186	3.81	0.92	0.06
	Senior	56	4.48	0.69	0.09
	Total	435	3.73	0.99	0.04
OI	Junior	193	3.54	1.37	0.09
	Middle	186	3.71	1.08	0.07
	Senior	56	3.44	0.57	0.07
	Total	435	3.60	1.18	0.05
OBS	Junior	193	3.69	1.25	0.09
	Middle	186	3.68	0.94	0.06
	Senior	56	3.33	0.74	0.09
	Total	435	3.64	1.07	0.05

There is a trend in the relationship between level of management and Job Involvement with the mean score steadily getting higher as an employee moves to the higher levels of management. Organisational identification scores are the highest for middle management level and organization-based self-esteem scores are highest for the junior level in management.

4.1.9.5 Firm size and intervening variables

Table 4.20 Group statistics of Firm size and intervening variables

	No. of Employees	N	Mean	Std. Deviation	Std. Error
JI	0-500	62	3.45	0.98	0.12
	501-1000	78	3.65	1.00	0.11
	1001-5000	189	3.74	1.03	0.07
	5001-10000	52	3.57	0.92	0.12
	>10000	54	4.30	0.73	0.09
	Total	435	3.73	0.99	0.04
OI	0-500	62	3.46	1.09	0.13
	501-1000	78	3.48	1.19	0.13
	1001-5000	189	3.69	1.13	0.08
	5001-10000	52	3.48	1.51	0.21
	>10000	54	3.72	1.05	0.14
	Total	435	3.60	1.18	0.05
OBS	0-500	62	3.83	1.12	0.14
	501-1000	78	3.51	1.10	0.12
	1001-5000	189	3.62	1.08	0.07
	5001-10000	52	3.60	1.15	0.16
	>10000	54	3.70	0.81	0.11
	Total	435	3.64	1.07	0.05

Job involvement and organisational identification increases as the size of the organisation increases, with an exception only in the category of organisations having between 5000 and 10,000 employees. Organisation-based self-esteem does not show any kind of trend.

4.1.9.6 Number of organisations worked before and intervening variables

Table 4.21 Group statistics of number of organisations worked before and intervening variables

	No. of Organisations	N	Mean	Std. Deviation	Std. Error
JI	0-1	140	3.73	1.01	0.08
	2-3	269	3.74	0.99	0.06
	4-6	26	3.64	0.96	0.18
	Total	435	3.73	0.99	0.04
OI	0-1	140	3.83	1.08	0.09
	2-3	269	3.53	1.20	0.07
	4-6	26	3.07	1.20	0.23
	Total	435	3.60	1.18	0.05
OBS	0-1	140	3.88	0.95	0.08
	2-3	269	3.51	1.12	0.06
	4-6	26	3.67	0.95	0.18
	Total	435	3.64	1.07	0.05

There is a steady decrease in the score of organisational identification as the number of organisations an employee has worked increases. Job Involvement and organisation based self-esteem do not show any trend in relation to the number of organisations an employee has worked.

4.1.9.7 Frequency of organisations changed and intervening variables

Table 4.22 Group statistics of people who have changed organisation frequently and intervening variables

	Change of Organisation	N	Mean	Std. Deviation	Std. Error Mean
JI	Frequent	250	3.48	1.03	0.06
	Not Frequent	178	4.06	0.84	0.06
OI	Frequent	250	3.52	1.34	0.08
	Not Frequent	178	3.74	0.90	0.06
OBS	Frequent	250	3.58	1.21	0.07
	Not Frequent	178	3.72	0.86	0.06

Table 4.22 shows the mean scores of job involvement, organisational identification and organisation based self-esteem is lower for employees who frequently change their organisations.

4.1.10 Demographics and Dependent variables

The following section consists of descriptive analysis of different demographic variables such as gender, age, years of experience, tenure, levels in management, firm size, number of organisations worked before, frequency of organisations changed and the dependent variables, which are affective commitment, organisational citizenship behaviour and intention to quit.

4.1.10.1 Gender and dependent variables

Table 4.23 Group statistics of gender and dependent variables

	Gender	N	Mean	Std. Deviation	Std. Error Mean
AC	Male	255	3.14	1.17	0.07
	Female	180	3.33	0.83	0.06
OCB	Male	255	3.26	0.90	0.05
	Female	180	3.61	0.62	0.04
ITQ	Male	255	2.58	1.31	0.08
	Female	180	1.92	1.08	0.08

Females show higher affective commitment, organisational citizenship behaviours and less intention to quit than males.

4.1.10.2 Age and Dependent variables

Results of table 4.24 indicate that affective commitment does not show any kind of trend in relation to the age of the employees. It can be seen from the mean scores that organisational citizenship behaviour increases with age and intention to quit decreases with age.

Table 4.24 Group statistics of Age and Dependent variables

	Age (Years)	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
AC	25 - 30	112	3.11	1.16	0.11	2.89	3.33
	31 - 35	161	3.16	1.09	0.08	2.99	3.33
	36 - 40	107	3.39	1.02	0.09	3.19	3.59
	41 - 45	44	3.30	0.48	0.07	3.16	3.45
	> 45	11	3.24	0.84	0.25	2.68	3.81
	Total	435	3.22	1.05	0.05	3.12	3.32
OCB	25 - 30	112	3.23	0.84	0.08	3.08	3.39
	31 - 35	161	3.28	0.86	0.06	3.14	3.41
	36 - 40	107	3.59	0.75	0.07	3.44	3.73
	41 - 45	44	3.83	0.52	0.07	3.67	3.99
	> 45	11	3.56	0.25	0.07	3.39	3.73
	Total	435	3.41	0.81	0.03	3.33	3.48
ITQ	25 - 30	112	2.57	1.28	0.12	2.33	2.81
	31 - 35	161	2.48	1.31	0.10	2.28	2.68
	36 - 40	107	2.11	1.18	0.11	1.88	2.33
	41 - 45	44	1.59	0.93	0.14	1.31	1.88
	> 45	11	2.06	1.23	0.37	1.22	2.89
	Total	435	2.31	1.27	0.06	2.19	2.43

4.1.10.3 Total Experience and Dependent variables

Table 4.25 Group statistics of Total Experience and Dependent variables

	Total Experience (years)	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
AC	1-5	100	3.15	1.15	0.11	2.92	3.38
	6-10	191	3.17	1.11	0.08	3.01	3.33
	11-15	104	3.38	0.96	0.09	3.20	3.57
	16-20	34	3.25	0.42	0.07	3.10	3.40
	>20	6	3.07	1.07	0.44	1.93	4.20
	Total	435	3.22	1.05	0.05	3.12	3.32
OCB	1-5	100	3.24	0.86	0.08	3.07	3.41
	6-10	191	3.31	0.85	0.06	3.19	3.43
	11-15	104	3.58	0.70	0.06	3.44	3.71
	16-20	34	3.87	0.58	0.09	3.67	4.07
	>20	6	3.66	0.46	0.19	3.17	4.15
	Total	435	3.41	0.81	0.03	3.33	3.48
ITQ	1-5	100	2.54	1.24	0.12	2.29	2.78
	6-10	191	2.45	1.31	0.09	2.26	2.64
	11-15	104	2.13	1.18	0.11	1.90	2.36
	16-20	34	1.36	0.76	0.13	1.09	1.62
	>20	6	2.55	1.36	0.55	1.12	3.98
	Total	435	2.31	1.27	0.06	2.19	2.43

Table 4.25 shows that there is a trend among employees having different levels of experience with organisational citizenship behaviour showing an increase as experience increases, and intention to quit decreasing as experience increases, except for the employees whose experience is more than 20 years,

where both show a reverse in trend. Affective commitment does not show any kind of trend.

4.1.10.4 Tenure in present organisation and Dependent Variables

Table 4.26 Group statistics of Tenure in present organisation and Dependent Variables

	Tenure (years)	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
AC	1-5	300	3.14	1.16	0.06	3.01	3.28
	6-9	98	3.41	0.70	0.07	3.27	3.56
	>9	37	3.33	0.68	0.11	3.10	3.56
	Total	435	3.22	1.05	0.05	3.12	3.32
OCB	1-5	300	3.24	0.86	0.05	3.14	3.34
	6-9	98	3.80	0.58	0.05	3.68	3.92
	>9	37	3.71	0.32	0.05	3.60	3.82
	Total	435	3.41	0.81	0.03	3.33	3.48
ITQ	1-5	300	2.63	1.24	0.07	2.48	2.77
	6-9	98	1.57	0.97	0.09	1.38	1.76
	>9	37	1.72	1.12	0.18	1.35	2.10
	Total	435	2.31	1.27	0.06	2.19	2.43

Table 4.26 shows that there is no particular trend that employees show in affective commitment and organisational citizenship behaviour when it comes to tenure within the organisation. However there is a marked decrease in the intention to quit as tenure increases.

4.1.10.5 Managerial level of respondents and Dependent variables

Table 4.27 Group statistics of Managerial level of respondents and Dependent variables

	Managerial level	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
AC	Junior	193	3.12	1.19	0.08	2.95	3.29
	Middle	186	3.31	0.99	0.07	3.17	3.46
	Senior	56	3.25	0.58	0.07	3.09	3.41
	Total	435	3.22	1.05	0.05	3.12	3.32
OCB	Junior	193	3.23	0.88	0.06	3.10	3.35
	Middle	186	3.45	0.75	0.05	3.34	3.55
	Senior	56	3.89	0.54	0.07	3.74	4.04
	Total	435	3.41	0.81	0.03	3.33	3.48
ITQ	Junior	193	2.63	1.25	0.09	2.45	2.80
	Middle	186	2.21	1.24	0.09	2.03	2.39
	Senior	56	1.55	1.02	0.13	1.27	1.82
	Total	435	2.31	1.27	0.06	2.19	2.43

The table shows that there is an increase in the scores of organisational citizenship behaviour and decrease in the score of intention to quit as the employees move from the junior level of management to the senior level. Middle level employees have the highest score for affective commitment, followed by senior level and junior level. Senior Level employees have the highest mean score for organisational citizenship behaviour followed by middle level and junior level employees.

4.1.10.6 Firm size and Dependent variable

Table 4.28 Group statistics of Firm size and Dependent variable

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
AC	0-500	62	3.13	1.11	0.14	2.85	3.41
	501-1000	78	3.09	1.03	0.11	2.85	3.32
	1001-5000	189	3.29	1.04	0.07	3.14	3.44
	5001-10000	52	3.03	1.27	0.17	2.68	3.38
	>10000	54	3.44	0.68	0.09	3.25	3.63
	Total	435	3.22	1.05	0.05	3.12	3.32
OCB	0-500	62	3.46	0.77	0.09	3.27	3.66
	501-1000	78	3.26	0.83	0.09	3.07	3.45
	1001-5000	189	3.45	0.83	0.06	3.33	3.57
	5001-10000	52	3.19	0.87	0.12	2.95	3.43
	>10000	54	3.60	0.65	0.08	3.42	3.77
	Total	435	3.41	0.81	0.03	3.33	3.48
ITQ	0-500	62	2.54	1.33	0.16	2.20	2.88
	501-1000	78	2.60	1.38	0.15	2.29	2.91
	1001-5000	189	2.23	1.25	0.09	2.05	2.41
	5001-10000	52	2.58	1.18	0.16	2.25	2.91
	>10000	54	1.66	0.82	0.11	1.43	1.88
	Total	435	2.31	1.27	0.06	2.19	2.43

Affective commitment and organisational citizenship behaviour have the highest scores and intention to quit has the lowest score in organisations employing more than 10,000 employees.

4.1.10.7 Number of organisations worked before and Dependent variables

Table 4.29 Group statistics of Number of organisations worked before and Dependent variables

	No. of organisations	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
AC	0-1	140	3.37	0.96	0.08	3.21	3.53
	2-3	269	3.15	1.05	0.06	3.03	3.28
	4-6	26	3.10	1.35	0.26	2.55	3.65
	Total	435	3.22	1.05	0.05	3.12	3.32
OCB	0-1	140	3.51	0.74	0.06	3.38	3.63
	2-3	269	3.36	0.84	0.05	3.26	3.46
	4-6	26	3.33	0.84	0.16	2.98	3.67
	Total	435	3.41	0.81	0.03	3.33	3.48
ITQ	0-1	140	2.11	1.21	0.10	1.91	2.31
	2-3	269	2.38	1.27	0.07	2.22	2.53
	4-6	26	2.71	1.33	0.26	2.17	3.25
	Total	435	2.31	1.27	0.06	2.19	2.43

Affective commitment and organisational citizenship behaviour show a decrease in the scores and the number of organisations an employee has worked in, increases. Intention to quit increases as the number of organisations an employee has worked in, increases.

4.1.10.8 Frequency of organisation change and dependent variables

Table 4.30 Group statistics of people who have changed organisation frequently and dependent variables

	JUMP	N	Mean	Std. Deviation	Std. Error Mean
AC	Frequent	250	3.09	1.18	0.07
	Not Frequent	178	3.40	0.82	0.06
OCB	Frequent	250	3.20	0.87	0.05
	Not Frequent	178	3.68	0.63	0.04
ITQ	Frequent	250	2.64	1.27	0.08
	Not Frequent	178	1.89	1.12	0.08

Employees who have not changed organisations frequently show higher levels of affective commitment and organisational citizenship behaviour and lower levels of intention to quit.

4.2 Hypothesis testing

The following section details the hypothesis testing undertaken by the researcher. The researcher has used Regression analysis for testing the hypotheses. The mediation analysis was done based on Baron and Kenny's model. The statistical software used for this purpose was IBM SPSS version 21.

H1: Employees with high Perceived Organisational Support have significantly higher Affective Commitment.

The researcher conducted a regression analysis to find out the relationship between perceived organisational support and affective commitment.

Table 4.31 Relationship between Perceived Organisational Support and Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.45	0.14		9.96	.000
	POS	0.51	0.04	.515	12.501	.000

a. Dependent Variable: AC

The above table shows that there is a significant positive relationship between perceived organisational support and affective commitment with a beta value of 0.510. Since the significance level is below 0.5, the null hypothesis is rejected.

H2: Employees with high Perceived Organisational Support show significantly higher Organisational Citizenship Behaviour.

The relationship between perceived organisational support and organisational citizenship behaviour was established through a regression analysis.

Table 4.32 Relationship between Perceived Organisational Support and Organisational Citizenship Behaviour

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.02	0.11		17.64	.000
	POS	0.403	0.03	0.517	12.56	.000

Dependent Variable: OCB

The above table shows that there is a significant positive relationship between perceived organisational support and organisational citizenship behaviour with a beta value of 0.403. Significance value being less than 0.5, the null hypothesis is rejected.

H3: Employees with high Perceived Organisational Support show significantly lower Intention to Quit.

Regression analysis was used to test the relationship between perceived organisational support and intention to quit.

Table 4.33 Relationship between Perceived Organisational Support and Intention to Quit

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.60	0.12		43.79	.000
	POS	-0.95	0.03	-0.791	-26.86	.000
Dependent Variable: ITQ						

There is a significant negative relationship between perceived organisational support and intention to quit with a beta value of -0.958. The null hypothesis stands rejected.

H4: Job Involvement mediates the relationship between Perceived Organisational Support and Affective Commitment.

The researcher did the mediation analysis using the Baron and Kenny's method. In this method a linear regression is done with the independent and dependent variable. Their beta values and significance is checked. In the second step a hierarchical regression was done with both the independent

variable and the mediating variable as independent variables and the dependent variable. Here again the beta values and significance of the relationships are tested. The results of the mediation are interpreted from these tests.

Table 4.34 Correlations between Perceived Organisational Support, Job Involvement and Affective Commitment

		POS	JI	AC
POS	Pearson Correlation	1	0.653**	0.515**
	Sig. (2-tailed)		.000	.000
JI	Pearson Correlation	0.653**	1	0.353**
	Sig. (2-tailed)	.000		.000
AC	Pearson Correlation	0.515**	0.353**	1
	Sig. (2-tailed)	.000	.000	

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

The above table shows the correlations between the perceived organisational support, job involvement and affective commitment, which are significant.

Table 4.35 Linear regression between Perceived Organisational Support and Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.458	.146		9.96	.000
	POS	.510	.041	.515	12.50	.000

Dependent Variable: AC

Table 4.36 Linear regression between Perceived Organisational Support and Job Involvement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.605	0.12		12.906	.000
	POS	0.622	0.03	0.653	17.928	.000

Dependent Variable: JI

Table 4.37 Hierarchical regression between Perceived Organisational Support, Job Involvement and Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.458	0.14		9.96	.000
	POS	0.510	0.04	0.515	12.50	.000
2	(Constant)	1.408	0.17		8.17	.000
	POS	0.490	0.05	0.495	9.10	.000
	JI	0.031	0.05	0.030	0.55	.580

Dependent Variable: AC

A linear regression was done between the independent variable, perceived organisational support and the dependent variable, affective commitment which yielded an unstandardized coefficient of 0.515 (Table 4.35). A linear regression was done with the independent variable and the mediating variable which yielded an unstandardized coefficient of 0.622 with standard error of 0.035 (Table 4.36). In the second step a hierarchical regression was done with both the independent variable and the mediating variable as independent variables and the dependent variable the results of

which can be seen in Table 4.37. This shows an unstandardized coefficient of 0.031 for the relationship between job involvement and affective commitment. However in this model the relationship between job involvement and affective commitment is not significant (0.580) and hence there is no mediation.

H5: Job Involvement mediates the relationship between Perceived Organisational Support and Organisational Citizenship Behaviour

The researcher followed the same procedure as he had used in the case of the earlier hypothesis to test mediation.

Table 4.38 Correlations between Perceived Organisational Support, Affective Commitment and Organisational Citizenship Behaviour

		POS	JI	OCB
POS	Pearson Correlation	1	0.653**	0.517**
	Sig. (2-tailed)		.000	.000
JI	Pearson Correlation	0.653**	1	0.503**
	Sig. (2-tailed)	.000		.000
OCB	Pearson Correlation	0.517**	0.503**	1
	Sig. (2-tailed)	.000	.000	

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

Table 4.39 Linear regression between Perceived Organisational Support and Organisational Citizenship Behaviour

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.029	0.11		17.64	.000
	POS	0.403	0.03	0.517	12.56	.000

Dependent Variable: OCB

Table 4.40 Hierarchical regression between Perceived Organisational Support, Job Involvement and Organisational Citizenship Behaviour.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.029	0.11		17.64	.000
	POS	0.403	0.03	.517	12.56	.000
2	(Constant)	1.649	0.13		12.58	.000
	POS	0.256	0.04	.328	6.24	.000
	JI	0.237	0.04	.289	5.50	.000

Dependent Variable: OCB

Table 4.38 shows that all the variables are significantly correlated. The linear regression between perceived organisational support and job involvement is already shown in table 4.34. The hierarchical regression shown in the table 4.40 indicates that the relationship between perceived organisational support and organisational citizenship behaviour has lessened from 0.403 to 0.256 thus indicating a partial mediation by job involvement. The Sobel test was run using the unstandardized coefficients and standard errors of POS – JI and JI – OCB relationship and it returned a Sobel statistic of 5.245 with a p value of .00 which being less than .05 shows a mediation effect.

H6: Job Involvement mediates the relationship between Perceived Organisational Support and Intention to Quit

The researcher used the mediation testing as proposed by Baron and Kenny for finding out the role of job involvement in the relationship between perceived organisational support and intention to quit.

Table 4.41 Correlations between Perceived Organisational Support, Job Involvement and Intention to Quit

		POS	JI	ITQ
POS	Pearson Correlation	1	0.653**	-0.791**
	Sig. (2-tailed)		.000	.000
JI	Pearson Correlation	0.653**	1	-0.720**
	Sig. (2-tailed)	.000		.000
ITQ	Pearson Correlation	-0.791**	-0.720**	1
	Sig. (2-tailed)	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.42 Hierarchical regression between Perceived Organisational Support, Job Involvement and Intention to Quit

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.604	0.12		43.792	.000
	POS	-0.958	0.03	-0.791	-26.864	.000
2	(Constant)	6.328	0.13		46.719	.000
	POS	-0.678	0.04	-0.559	-15.997	.000
	JI	-0.452	0.04	-0.355	-10.152	.000
Dependent Variable: ITQ						

Table 4.41 shows that all the variables are significantly correlated. Table 4.42 shows a significant negative relationship between perceived organisational support and intention to quit with an unstandardized coefficient of -0.958 and the standard error of 0.036. Table 4.42 shows us that when job involvement is added as an independent variable and a hierarchical regression performed, the unstandardized coefficient of the POS – ITQ relationship has come down to -.678 thus indicating a partial mediation effect. The Sobel test statistic was -8.288 with a p value of 0.00 which indicates the presence of mediation.

H7: Organisational Identification mediates the relationship between Perceived Organisational Support and Affective Commitment

Table 4.43 Correlations between Perceived Organisational Support, Organisational Identification and Affective Commitment

		POS	OI	AC
POS	Pearson Correlation	1	0.542**	0.515**
	Sig. (2-tailed)		.000	.000
OI	Pearson Correlation	0.542**	1	0.649**
	Sig. (2-tailed)	.000		.000
AC	Pearson Correlation	0.515**	0.649**	1
	Sig. (2-tailed)	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.44 Linear regression between Perceived Organisational Support and Organisational Identification

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.506	0.16		9.21	.000
	POS	0.611	0.04	0.542	13.40	.000

Dependent Variable: OI

Table 4.45 Hierarchical regression between Perceived Organisational Support, Organisational Identification and Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.458	0.14		9.966	.000
	POS	0.510	0.04	0.515	12.501	.000
2	(Constant)	0.765	0.13		5.568	.000
	POS	0.229	0.04	0.231	5.488	.000
	OI	0.460	0.03	0.524	12.462	.000

Dependent Variable: AC

The unstandardized coefficient in the relationship between perceived organisational support and affective commitment had been 0.510 (table 4.42). Table 4.45 shows that the coefficient has come down to 0.229 when Organisational identification was introduced into the relationship between perceived organisational support and affective commitment. This is an indicator of partial mediation. The Sobel test was done resulting in a Sobel statistic of 9.060 with a p value of 0.00 which proves the mediation.

H8: Organisational Identification mediates the relationship between Perceived Organisational Support and Organisational Citizenship Behaviour

Table 4.46 Correlations between Perceived Organisational Support, Organisational Identification and Organisational Citizenship Behaviour

		POS	OI	OCB
POS	Pearson Correlation	1	.542**	.517**
	Sig. (2-tailed)		.000	.000
OI	Pearson Correlation	0.542**	1	0.222**
	Sig. (2-tailed)	.000		.000
OCB	Pearson Correlation	0.517**	0.222**	1
	Sig. (2-tailed)	.000	.000	

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

Table 4.47 Hierarchical regression between Perceived Organisational Support, Organisational Identification and Organisational Citizenship Behaviour

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.029	0.11		17.64	.000
	POS	0.403	0.03	0.517	12.56	.000
2	(Constant)	2.114	0.12		16.84	.000
	POS	0.437	0.03	0.561	11.49	.000
	OI	-0.057	0.03	-0.082	-1.67	.094

a. Dependent Variable: OCB

Table 4.44 shows the linear regression between perceived organisational support and organisational identification where the unstandardized coefficient was 0.611. The hierarchical regression values as seen in table 4.47 shows that the relationship between organisational identification and organisational citizenship behaviour is not significant (0.094), and hence there is no mediation in this model.

However, it can be seen that as the intervening variable was introduced into the model the relationship between the independent variable and dependent variable has increased with the unstandardized coefficient has become 0.437 from 0.403.

The researcher then standardized the variables and then created a dummy variable as a product of these standardized values and a hierarchical regression was performed using this dummy variable to see the interaction effect. The following result was obtained.

Table 4.48: R square change when Organisational Identification was introduced as moderating variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.517 ^a	0.267	0.265	0.70	0.267	157.78	1	433	.000
2	0.537 ^b	0.288	0.285	0.69	0.021	12.65	1	432	.000

Table 4.49 Hierarchical regression between Perceived Organisational Support, Organisational Identification as moderating variable and Organisational Citizenship Behaviour

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.02	0.11		17.64	.000
	POS	.403	0.03	0.517	12.56	.000
2	(Constant)	2.39	0.15		15.61	.000
	POS	0.316	0.04	0.405	7.89	.000
	OI	-0.126	0.03	-0.183	-3.55	.000

a. Dependent Variable: OCB

Since there is a change in the R square value from 0.267 to 0.288 when the moderator variable was introduced and since all paths between the variables were significant, we can conclude that organisational identification moderates the relationship between perceived organisational support and organisational citizenship behaviour.

H8: Organisational Identification mediates the relationship between Perceived Organisational Support and Intention to Quit

Table 4.50 Correlations between Perceived Organisational Support, Organisational Identification and Intention to Quit

		POS	OI	ITQ
POS	Pearson Correlation	1	0.542**	-0.791**
	Sig. (2-tailed)		.000	.000
OI	Pearson Correlation	0.542**	1	-0.391**
	Sig. (2-tailed)	.000		.000
ITQ	Pearson Correlation	-0.791**	-0.391**	1
	Sig. (2-tailed)	.000	.000	

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

Table 4.51 Hierarchical regression between Perceived Organisational Support, Organisational Identification and Intention to Quit

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.604	0.12		43.79	.000
	POS	-0.958	0.03	-0.791	-26.86	.000
2	(Constant)	5.518	0.14		39.48	.000
	POS	-0.993	0.04	-0.819	-23.43	.000
	OI	0.057	0.03	0.053	1.51	.130

a. Dependent Variable: ITQ

Table 4.51 shows that the path between organisational identification and intention to quit is not significant in the model, and hence there is no mediation.

H9: Organisation based Self-esteem mediates the relationship between Perceived Organisational Support and Affective Commitment

Table 4.52 Correlations between Perceived Organisational Support, Organisation based Self-esteem and Affective Commitment

		POS	OBS	AC
POS	Pearson Correlation	1	0.390**	0.515**
	Sig. (2-tailed)		.000	.000
OBS	Pearson Correlation	0.390**	1	0.565**
	Sig. (2-tailed)	.000		.000
AC	Pearson Correlation	0.515**	0.565**	1
	Sig. (2-tailed)	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.53 Linear regression between Perceived Organisational Support and Organisation based Self-esteem

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.268	0.16		13.93	.000
	POS	0.400	0.04	0.390	8.81	.000
Dependent Variable: OBS						

Table 4.54 Hierarchical regression between Perceived Organisational Support, Organisation based Self-esteem and Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.458	0.14		9.96	.000
	POS	0.510	0.04	0.515	12.50	.000
2	(Constant)	0.518	0.15		3.31	.001
	POS	0.344	0.03	0.347	8.74	.000
	OBS	0.415	0.03	0.430	10.80	.000
Dependent Variable: AC						

The unstandardized coefficient for the relationship between perceived organisational support and affective commitment was 0.51 (table 4.54). Table 4.54 shows that the unstandardized coefficient has gone down to 0.344, thus indicating a partial mediation. The Sobel test returned a statistic of 6.61 with the value at 0.00, which indicates that organisation based self-esteem mediates the relationship between perceived organisational support and affective commitment.

H10: Organisation based Self-esteem mediates the relationship between Perceived Organisational Support and Organisational Citizenship Behaviour

Table 4.55 Correlations between Perceived Organisational Support, Organisation based Self-esteem and Organisational Citizenship Behaviour

		POS	OBS	OCB
POS	Pearson Correlation	1	0.390**	0.517**
	Sig. (2-tailed)		.000	.000
OBS	Pearson Correlation	0.390**	1	0.254**
	Sig. (2-tailed)	.000		.000
OCB	Pearson Correlation	0.517**	0.254**	1
	Sig. (2-tailed)	.000	.000	

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

Table 4.56 Hierarchical regression between Perceived Organisational Support, Organisation based Self-esteem and Organisational Citizenship Behaviour

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.029	0.11		17.64	.000
	POS	0.403	0.03	0.517	12.56	.000
2	(Constant)	1.923	0.13		13.90	.000
	POS	0.384	0.03	0.493	11.04	.000
	OBS	0.047	0.03	0.061	1.37	.170

Dependent Variable: OCB

Table 4.56 shows that the relationship between organisation based self-esteem and organisational citizenship behaviour is not significant and hence there is no mediation effect in this model.

H10: Organisation based Self-esteem mediates the relationship between Perceived Organisational Support and Intention to Quit

Table 4.57 Correlations between Perceived Organisational Support, Organisation based Self-esteem and Intention to Quit

		POS	OBS	ITQ
POS	Pearson Correlation	1	0.390**	-0.791**
	Sig. (2-tailed)		.000	.000
OBS	Pearson Correlation	0.390**	1	-0.252**
	Sig. (2-tailed)	.000		.000
ITQ	Pearson Correlation	-0.791**	-0.252**	1
	Sig. (2-tailed)	.000	.000	

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

Table 4.58 Hierarchical regression between Perceived Organisational Support, Organisation based Self-esteem and Intention to Quit

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.604	0.12		43.79	.000
	POS	-0.958	0.03	-0.791	-26.86	.000
2	(Constant)	5.426	0.15		35.37	.000
	POS	-0.990	0.03	-0.816	-25.64	.000
	OBS	0.078	0.03	0.066	2.08	.038

Dependent Variable: ITQ

Table 4.58 shows that the relationship between the independent variable and the dependent variable has increased when the intervening variable was

introduced, which might suggest a moderation effect. The researcher then standardized the variables and then created a dummy variable as a product of these standardized values and a hierarchical regression was performed using this dummy variable to see the interaction effect. The following result was obtained.

Table 4.59 R square change when Organisation-based Self-Esteem was introduced as a moderating variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.791 ^a	0.625	0.624	0.77	0.625	721.65	1	433	.000
2	0.798 ^b	0.637	0.635	0.76	0.012	13.67	1	432	.000

Table 4.60 Hierarchical regression between independent variable, moderating variable and dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.604	0.12		43.79	.000
	POS	-0.958	0.03	-0.791	-26.86	.000
2	(Constant)	5.242	0.16		32.86	.000
	POS	-0.868	0.04	-0.716	-20.27	.000
	OBSMOD	0.132	0.03	0.131	3.69	.000

Dependent Variable: ITQ

Since there is a change in the R square value from 0.624 to 0.635 (Table 4.59) when the moderator variable was introduced and since all paths between the variables were significant in the hierarchical regression (Table 4.60), we can conclude that organisation based self-esteem moderates the relationship between perceived organisational support and intention to quit.

Chapter 5

MODEL TESTING AND PATH ANALYSIS

Contents

- 5.1 *Common Method Variance Bias*
- 5.2 *Reliability and Validity*
- 5.3 *Confirmatory Factor Analysis*
- 5.4 *Measurement Model*
- 5.5 *Structural model*
- 5.6 *Comparison of Models*

This chapter reports the testing of data to ensure the validity and reliability of the tools of data collection. The findings of the confirmatory factor analysis and the measurement model of the variables considered for the study is shown. This chapter also provides the findings of the three structural models tested and their statistics.

The researcher considered all the variables to propose a model and the modeling was done using structural equation modeling with the Amos software version 21. The researcher first conducted the confirmatory factor analysis using the measurement model. The model and model summary is given below:

5.1 Common Method Variance Bias

It is appropriate for researchers to look out for common method variance as it is considered as one of the types of measurement error. Common method variance points to the problem of the measurement method rather than the constructs represented by the measures (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The researcher used the Harman's single factor test using exploratory factor analysis in SPSS. The test revealed a value of 28.624 % for the single factor extraction sum of squared loadings. Since this value is less than 50% it can be concluded that no common method variance bias exists in the data. This also shows that no single factor emerged as the dominating one from the factor analysis which is an indicator of common method variance.

5.2 Reliability and Validity

The researcher has conducted the discriminant validity tests along with the confirmatory factor analysis. Measures of Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Variance (MSV) and Average Shared Variance (AVE) were used for this purpose.

Table 5.1 Reliability analysis of the variables of the final study

Sl. No.	Construct	Value
1	Perceived Organisational Support	0.95
2	Organisational Identification	0.90
3	Organisation-based Self-esteem	0.89
4	Job Involvement	0.78
5	Affective Commitment	0.92
6	Organisational Citizenship Behaviour	0.84
7	Intention to Quit	0.96
8	Overall	0.91

The measurement construct is deemed to be reliable when the Cronbach’s Alpha values are above 0.7. Table 5.1 shows the values of all the constructs used in the study. All values are above this threshold and the overall value is 0.914. The reliability of the constructs used in the study has been established.

Table 5.2 Validity and Reliability Tests for all the scales

	CR	AVE	AC	POS	JI	OBS	OCB	ITQ	OI
AC	0.92	0.65	0.80						
POS	0.95	0.61	0.54	0.79					
JI	0.78	0.54	0.40	0.75	0.73				
OBS	0.89	0.74	0.60	0.42	0.09	0.86			
OCB	0.85	0.52	0.41	0.57	0.62	0.27	0.72		
ITQ	0.96	0.89	-0.42	-0.82	-0.82	-0.27	-0.63	0.94	
OI	0.90	0.74	0.69	0.58	0.31	0.59	0.25	-0.42	0.86

The above mentioned validity and reliability tests were done from the measurement model of the confirmatory factor analysis. It is necessary that all the variables should be valid and reliable for the acceptance of the results of the causal model. The researcher has used Composite Reliability (CR), and Average Variance Extracted (AVE) for assessment of reliability and validity. Composite reliability is established if the measures show a figure higher than 0.7. Convergent validity is also established when the Average Variance Extracted figure is higher than 0.5. Table 5.2 shows that both the criteria have been achieved for all the scales.

5.3 Confirmatory Factor Analysis

Confirmatory factor analysis was done using the measurement model. The software package of AMOS version 21 was used for the Confirmatory Factor Analysis. The following fit indices were used to identify the fit between the model and the dataset which would be proof of its validity.

The Goodness of Fit Index (GFI): The value of the Goodness of Fit Index ranges from 0 to 1. 0 is an indication of poor fit and one is an indication of the perfect fit. Although values above 0.9 are desirable, values about 0.8 are also acceptable and considered as a reasonably good fit.

Adjusted Goodness of Fit Index (AGFI): This is an indicator similar to that of GFI but which takes into account the degrees of freedom of the proposed model. Values above 0.8 are desirable and considered to be a good fit, although values about 0.7 are also acceptable.

The Comparative Fit Index (CFI): The Comparative Fit Index is one of the more important measures of overall goodness of fit of the model and uses the chi-squared distribution. The values of the Comparative Fit Index fall

within the range of 0 to 1, where 0 is an indication of poor fit and 1 shows a perfect fit. A value of 0.9 or more is desirable for the model to be acceptable.

Tucker – Lewis Index (TLI): this index is an indication of convergent validity of the questionnaire and a value of 0.90 or more is desirable (Bentler & Bonett, 1980).

Standardized Root Mean Square Residual (SRMR): The Standardized Root Mean Square Residual is a measure of the difference between observed and predicted correlations. SRMR values of below 0.10 are desirable.

Root Mean Square Error of Approximation (RMSEA): The RMSEA shows how well the model with its parameter estimates matches with the populations' covariance matrix (Byrne, 2013). The interpretation of the values has changed over time and the consensus emerged shows that any figure below 0.5 is considered a good fit. Values between 0.5 and 0.8 are considered a reasonable fit and anything above that does not show good fit (Hooper, Coughlan, & Mullen, 2008)

5.4 Measurement Model

The measurement model is drawn using co-variances between the variables. The measurement model was constructed using all the variables of the study, which included, Perceived Organisational Support (POS), Organisational Identification (OI), Organisation-based Self-Esteem (OBS), Job Involvement (JI), Affective Commitment (AC), Organisational Citizenship Behaviour (OCB) and Intention to Quit (ITQ), and testing was done.

Figure 5.1: Measurement Model for all variables

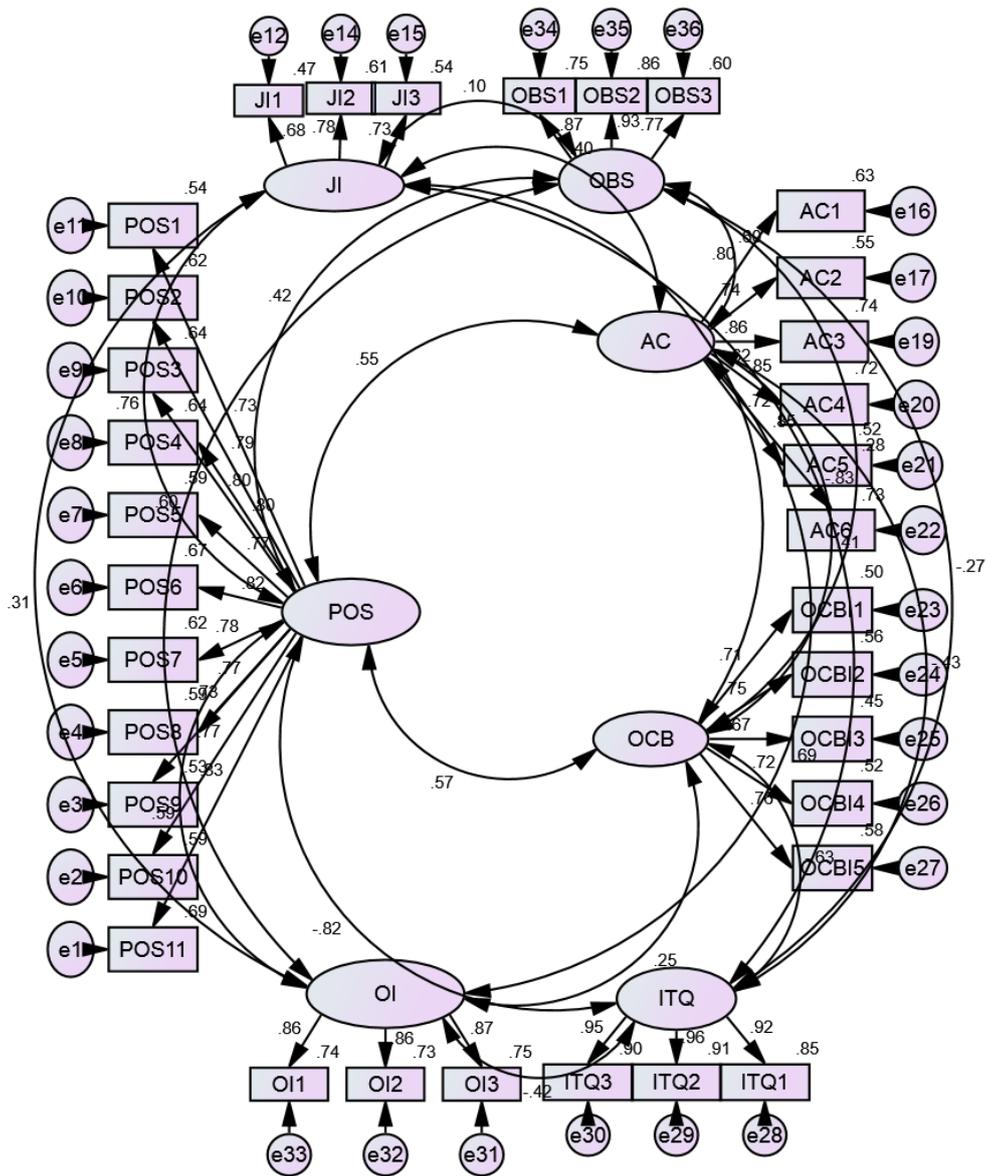


Table 5.3: Fit Indices of the Measurement Model

CMIN	CMIN/DF	SRMR	GFI	AGFI	TLI	CFI	RMSEA
1385.694	2.739	0.0483	0.833	0.804	0.916	0.924	0.063

The values of the measurement model as shown in table 5.3 above indicate that there is a reasonably good fit between the proposed model and the dataset. The SRMR value which is less than 0.1, the GFI and AGFI values above 0.8, TLI and CFI values about 0.9 are indicators of a reasonably good fit. RMSEA value of 0.063, is also acceptable.

5.5 Structural model 1

The researcher proceeded to construct the structural model after having received a reasonably good fit with the measurement model.

Hafer & Martin (2006), Ineson, Benke, & László (2013) and Zopiatis, Constanti, & Theocharous (2014) are all recent studies which have mentioned job involvement as an antecedent of affective commitment. job involvement is also an antecedent of organisational citizenship behavior (Chiu & Tsai, 2006; Saxena & Saxena, 2015; Zhang, 2014). Huselid & Day (1991) had mentioned the role of job involvement in turnover intentions. Bowden (2002), Gardner & Pierce (1998), Riordan, Weatherly, Vandenberg, & Self (2001) have discussed the role of organisation-based self-esteem as an antecedent of turnover intentions. Chattopahyay & George (2001), Tang et al., (2002), Van Dyne & Pierce(2004)have discussed how organisation-based self-esteem can contribute to organisational citizenship behaviour. In addition Riordan, Weatherly, Vandenberg, & Self (2001), Tang et al. (2002), and Van Dyne & Pierce (2004) studied the relationship between organisation-based self-esteem and affective commitment. Carmeli, Gilat, & Weisberg (2006) and Dutton,

Dukerich, & Harquail (1994) studied the role of organisational identification and its impact on affective commitment. Kesen (2016), Qureshi, Zeb, & Saifullah (2011) and Riketta (2005) have looked at the role of organisational identification and its influence on organisational citizenship behaviour. DeConinck (2011), DeConinck, DeConinck, & Lockwood (2015), Dick, Wagner, Stellmacher & Christ (2004) have investigated the influence of organisational identification on employee turnover intentions.

Studies have also noted the role of perceived organisational support as an antecedent of organisation-based self-esteem (Phillips & Hall, 2001). Edwards & Peccei (2010) and Shen et al., (2014) have noted organisational identification as a consequence of perceived organisational support. The relationship between perceived organisational support and job involvement, where the latter is the consequence has been studied by Cropanzano, Howes, Grandey, & Toth (1997) and Kurtessis et al. (2017). Based on the literature support, the researcher constructed of a structural model similar to the one shown below.

Figure 5.2 Representation of the Structural Model

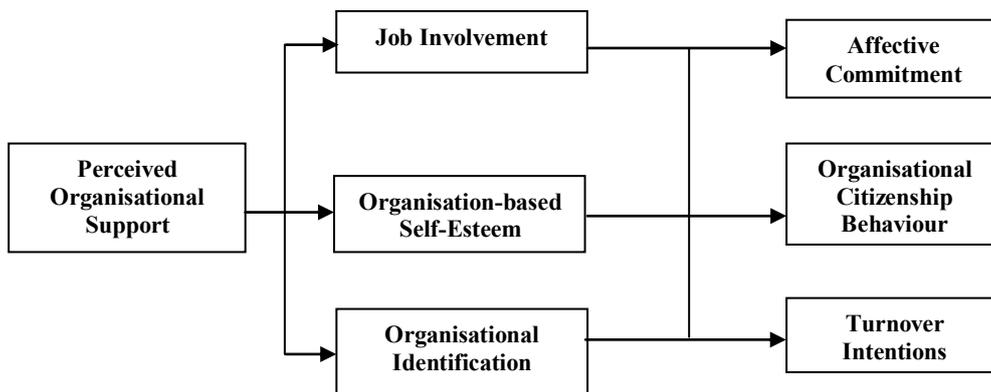


Figure 5.3 Structural Model 1 using Amos

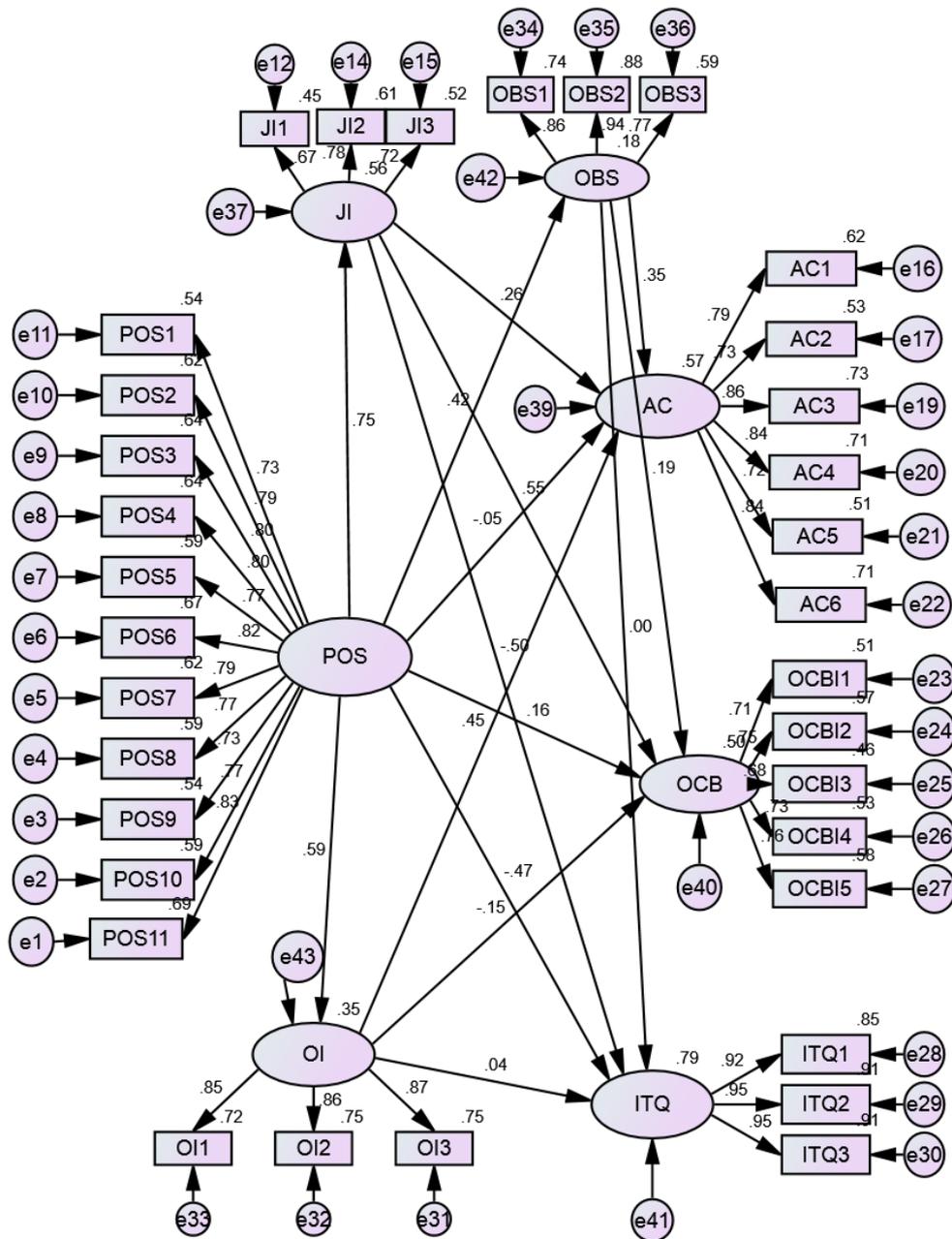


Table 5.4 Fit Indices for the Structural Model

CMIN	CMIN/DF	SRMR	GFI	AGFI	TLI	CFI	RMSEA	PGFI	AIC	BCC	BIC	CAIC
1517.153	2.96	0.0671	0.819	0.79	0.905	0.913	0.067	0.705	1683	1697	2021	2104

The values of the table above show a reasonably good fitting model. A normed chi-square of 2.96 is considered good, SRMR of 0.067 is acceptable, GFI of 0.81 is good, AGFI of 0.79 is moderate, TLI and CFI of about 0.9 is good and RMSEA of 0.067 is also considered good.

Table 5.5 Relationships between Variables

Relationships			Std. Estimate	S.E.	C.R.	P
JI	<---	POS	0.603	0.05	11.28	0.000
OI	<---	POS	0.666	0.06	11.03	0.000
OBS	<---	POS	0.433	0.05	8.03	0.000
AC	<---	POS	-0.048	0.07	-0.62	0.535
OCB	<---	POS	0.126	0.07	1.74	0.08
ITQ	<---	POS	-0.613	0.08	-7.41	0.000
OCB	<---	JI	0.552	0.09	6.07	0.000
ITQ	<---	JI	-0.811	0.10	-8.01	0.000
AC	<---	OBS	0.338	0.04	7.70	0.000
AC	<---	OI	0.4	0.04	8.39	0.000
AC	<---	JI	0.322	0.08	3.62	0.000
OCB	<---	OBS	0.147	0.03	3.82	0.000
ITQ	<---	OBS	-0.003	0.04	-0.07	0.942
OCB	<---	OI	-0.103	0.04	-2.56	0.01
ITQ	<---	OI	0.046	0.04	1.09	0.273

From the table above it can be inferred that perceived organisational support (POS) has a negative influence on Intention to Quit with the standardized coefficient of -0.613.

Perceived organisational support (POS) has a significant positive relationship with job involvement (JI) with a coefficient of 0.603, organisational identification (OI) with a coefficient of 0.666 and with organisation based self-esteem (OBS) having a standardized coefficient of 0.433.

Job involvement has a significant positive correlation with affective commitment, organisational citizenship behaviour with standardized coefficients of 0.322 and 0.552 respectively. job involvement has a significant negative correlation with intention to quit (ITQ) with a coefficient of -0.811.

Organisation-based self-esteem has a significant positive relationship with affective commitment and organisational citizenship behaviour with standardized coefficients of 0.338 and 0.147 respectively.

Organisational identification has a significant positive relationship with affective commitment with the standardized coefficient value of 0.4. organisational identification has a significant negative relationship with organisational citizenship behaviour with a coefficient of -0.103.

Perceived organisational support does not have a significant relationship with affective commitment and organisational citizenship behaviour. Organisation based self-esteem does not have a significant relationship with intention to quit. Organisational identification does not have a significant relationship with intention to quit.

5.6 Comparison of Models

Most researchers use structural equation modelling to derive a single model to test whether it fits the population. However structural equation modelling can also be used to test variations in a model provided that the models are nested. Literature may point towards different hypotheses that may be possible between the variables used in the study. In such a scenario, based on such literature support the researcher may test different models and check for the appropriateness of such models based on the chi-square difference. Such model comparisons usually involve an additional path or an additional loading in the measurement model or an additional correlation or co-variance between variables (Werner & Schermelleh-Engel, 2010)

5.6.1 Structural Model 2

Literature has shown that perceived organisational support, organisation based self-esteem and organisational identification have relationship with the dependent variables directly (Lee, 2004; Liu, 2009; Pierce & Gardner, 2009). Thus the researcher proceeded to draw a model where these three variables were independently related to the dependent variables.

Fig. 5.4 Structural Model 2 showing POS, OBS and OI as independent variables as independent variables

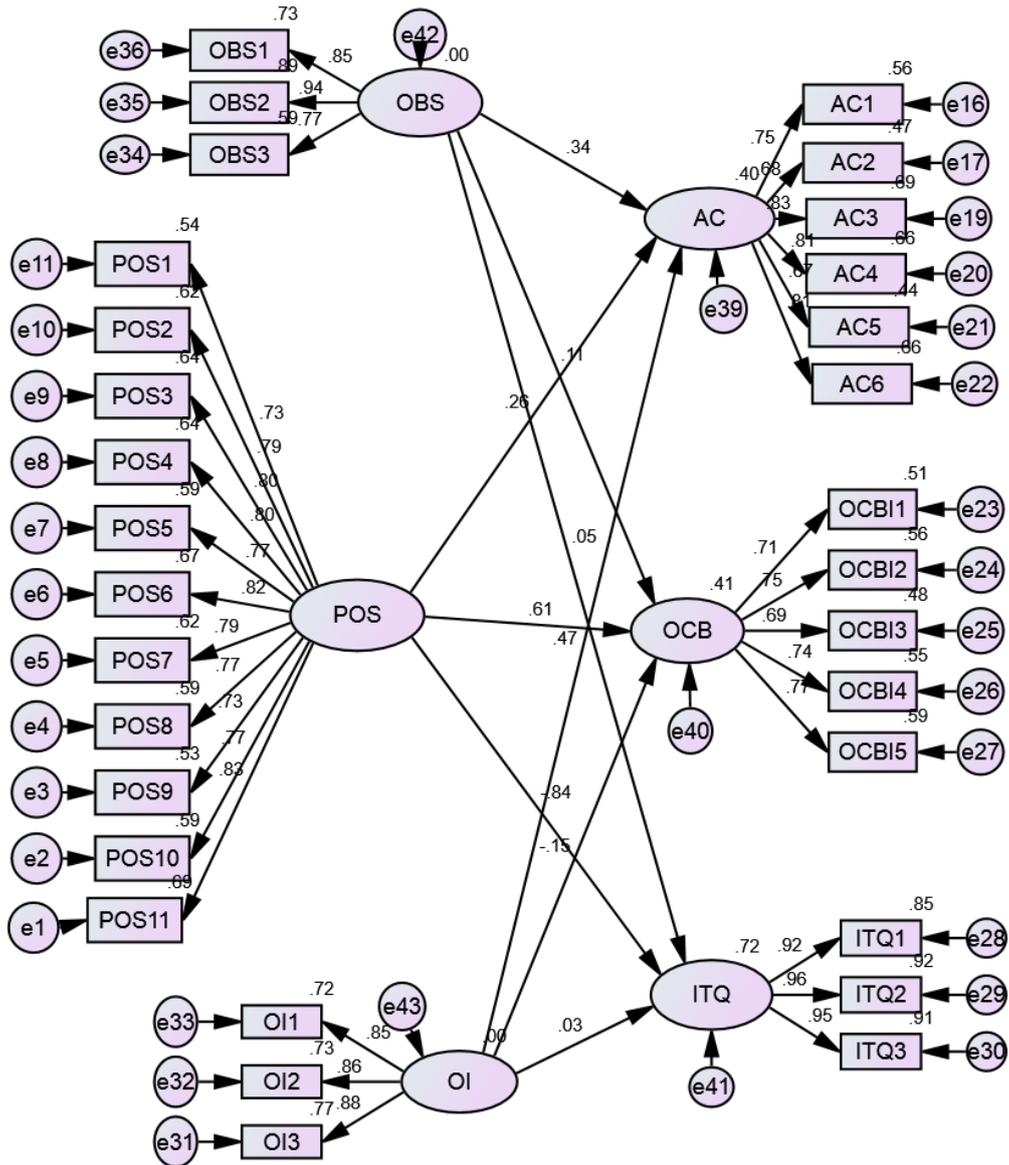


Table 5.6 Fit Indices for Structural Model 2

CMIN	CMINDF	SRMR	GFI	AGFI	TLI	CFI	RMSEA	PGFI	AIC	BCC	BIC	CAIC
1568.247	3.69	0.1975	0.805	0.772	0.824	0.894	0.079	0.689	1710	1721	1999	2070

The values of the table above show several problems in model fitment. A normed chi-square of 3.69 is considered moderate, SRMR of 0.198 is not acceptable, GFI of 0.80 is good, AGFI of 0.77 is moderate, TLI of 0.82 is moderate and CFI of about 0.9 is good and RMSEA of 0.079 is also considered moderate.

Table 5.7 Relationships between Variables in Structural Model 2

Relationships			Estimate	S.E.	C.R.	P
AC	<---	POS	0.232	0.04	5.816	0.000
OCB	<---	POS	0.491	0.04	10.39	0.000
ITQ	<---	POS	-1.127	0.06	-16.87	0.000
AC	<---	OBS	0.293	0.04	7.31	0.000
AC	<---	OI	0.369	0.03	9.40	0.000
OCB	<---	OBS	0.085	0.03	2.42	0.015
ITQ	<---	OBS	0.068	0.03	1.73	0.083
OCB	<---	OI	-0.106	0.03	-3.24	0.001
ITQ	<---	OI	0.038	0.03	1.06	0.286

Perceived organisational support (POS) has significant positive relationships with affective commitment (AC) (0.232) and organisational citizenship behaviour (OCB) (0.491) and a significant negative relationship with Intention to Quit (ITQ) (-1.127).

Organisation-based Self-Esteem (OBS) also shows significant positive relationship with affective commitment (0.293) and organisational citizenship

behaviour (0.085), and an insignificant relationship with intention to quit with the p value of 0.083.

Organisational identification (OI) has a significant positive relationship with affective commitment (0.369) and a significant negative relationship with organisational citizenship behaviour (-0.106). Organisational identification does not have a significant relationship with intention to quit with the p value of 0.286.

5.6.2 Structural Model 3

The researcher found theoretical support for bringing about a change in the research model. In a meta-analysis of organisation-based self-esteem, one of the consequences which showed a significant R value was job involvement with a coefficient of 0.39, which was only lesser than organisational commitment and in-role performance (Bowling, Eschleman, & Wang, 2010). Thus it would be worthwhile to explore a path that links organisation-based self-esteem and job involvement. A study by Knippenberg & Schie (2000) mentioned the relationship between organisational identification and job involvement where the correlation coefficient was 0.27, which was stronger than those of job satisfaction and turnover intention (-0.14). The researcher thus tried testing a new model which had the paths between organisation-based self-esteem and organisational identification connecting with job involvement.

Fig. 5.5: Structural Model 3 showing the path connecting OBS and OI with JI

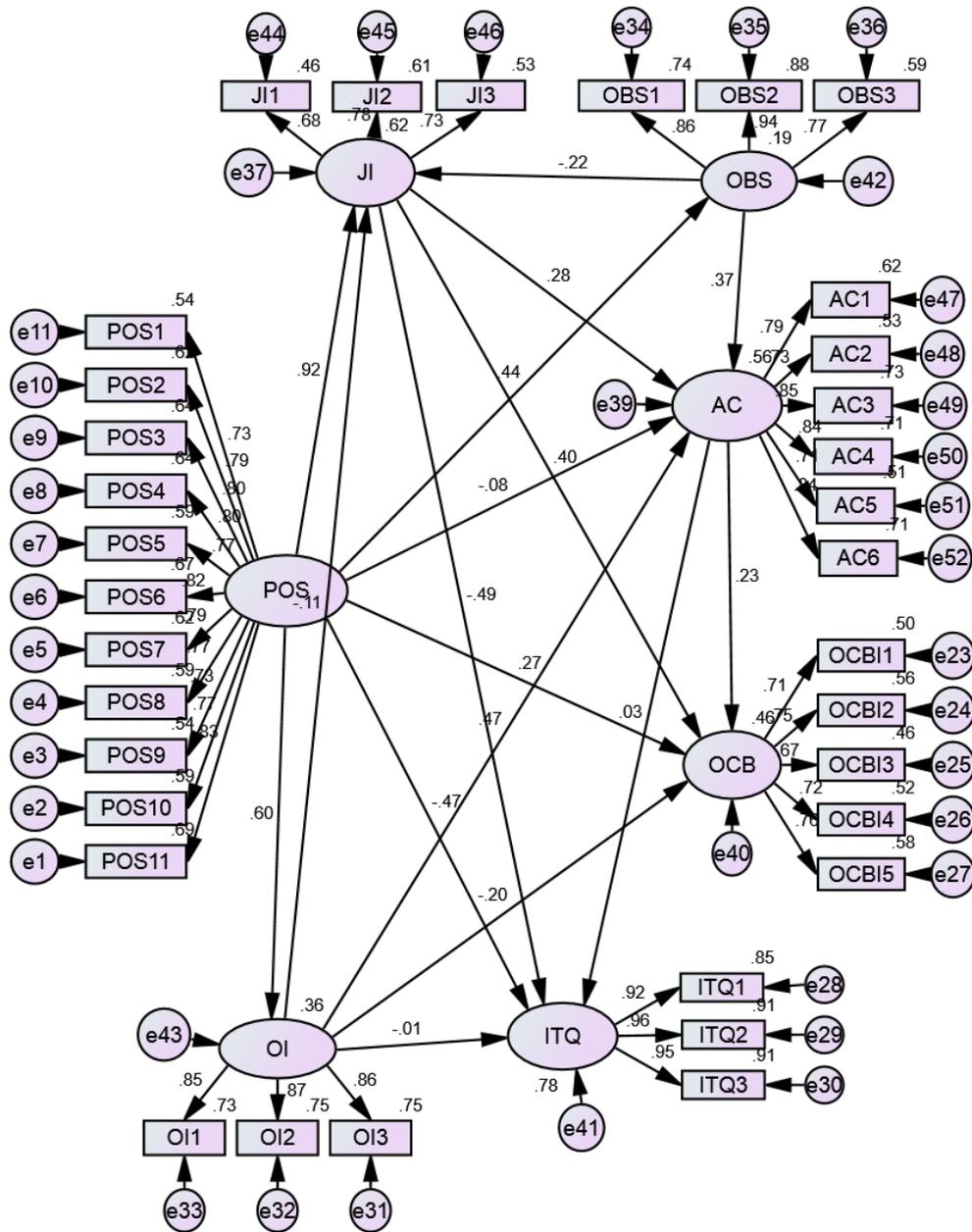


Table 5.8: Fit Indices for Structural Model 3

CMIN	CMIN/DF	SRMR	GFI	AGFI	TLI	CFI	RMSEA	PGFI	AIC	BCC	BIC	CAIC
1479.145	2.9	0.0625	0.824	0.795	0.908	0.916	0.066	0.707	1649	1664	1995	2080

The values of the table above shows good model fit. A normed chi-square of 2.9 is considered good, SRMR of 0.0625 is good, GFI of 0.824 is good, AGFI of 0.795 is moderate, TLI of 0.908 is good and CFI of 0.916 is good and RMSEA of 0.066 is also considered good.

Table 5.9 Relationships between Variables in Structural Model 3

Relationships			Estimate	S.E.	C.R.	P
OI	<---	POS	0.676	0.06	11.17	0.000
OBS	<---	POS	0.446	0.054	8.275	0.000
JI	<---	POS	0.752	0.069	10.92	0.000
JI	<---	OBS	-0.201	0.03	-5.18	0.000
JI	<---	OI	-0.07	0.04	-1.75	0.079
AC	<---	POS	-0.116	0.1	-1.15	0.246
OCB	<---	POS	0.052	0.09	0.55	0.577
ITQ	<---	POS	-0.54	0.10	-5.20	0.000
OCB	<---	JI	0.604	0.10	5.66	0.000
ITQ	<---	JI	-0.85	0.11	-7.26	0.000
AC	<---	OBS	0.375	0.05	7.35	0.000
AC	<---	OI	0.414	0.05	8.27	0.000
AC	<---	JI	0.384	0.10	3.61	0.000
OCB	<---	OBS	0.199	0.04	4.33	0.000
ITQ	<---	OBS	-0.065	0.04	-1.36	0.172
OCB	<---	OI	-0.084	0.04	-1.98	0.047
ITQ	<---	OI	0.025	0.04	0.54	0.587

From the table above it can be inferred that perceived organisational support (POS) has a negative influence on Intention to Quit with the standardized coefficient of -0.54.

Perceived organisational support (POS) has a significant positive relationship with job involvement (JI) with a coefficient of 0.752, organisational identification (OI) with a coefficient of 0.414 and with organisation based self-esteem (OBS) having a standardized coefficient of 0.375.

Job involvement has a significant positive correlation with affective commitment, organisational citizenship behaviour with standardized coefficients of 0.384 and 0.604 respectively. Job involvement has a significant negative correlation with intention to quit (ITQ) with a coefficient of -0.85.

Organisation-based self-esteem has a significant positive relationship with affective commitment and organisational citizenship behaviour with standardized coefficients of 0.375 and 0.199 respectively. Organisation based self-esteem has a significant negative relationship with job involvement with a coefficient of -0.201.

Organisational identification has a significant positive relationship with affective commitment with the standardized coefficient of 0.414. Organisational identification has a significant negative relationship with organisational citizenship behaviour with a coefficient of -0.084.

Perceived organisational support does not have a significant relationship with affective commitment and organisational citizenship behaviour. Organisation based self-esteem does not have a significant relationship with intention to quit. Organisational identification does not have a significant

relationship with intention to quit. Organisational identification does not have a significant relationship with job involvement. Anderson & Gerbing (1988) had suggested a two-step process for comparison of models. This required the calculation of the chi-squared difference and difference in the degrees of freedom to find out whether there is a significant difference between the two models. This then had to be subjected to the Sequential Chi-Squared Distribution Test (SCDT) for acceptance of the model. When the researcher conducted the Sequential Chi-Squared Distribution Test, it was found that there was a significant difference between the two structural models, model 1 and model 3. Kim (2003) had suggested that there may be some merit in following other measures of model fit even if there was a difference in the chi-squared values. Accordingly the researcher compared the model fit indices of the two models to find out which model was better.

Table 5.10 Comparison of model fit indices of Structural Model 1 and 3

Structural Model 1												
CMIN	CMIN/DF	SRMR	GFI	AGFI	TLI	CFI	RMSEA	PGFI	AIC	BCC	BIC	CAIC
1517.153	2.96	0.0671	0.819	0.79	0.905	0.913	0.067	0.705	1683	1697	2021	2104

Structural Model 3												
CMIN	CMIN/DF	SRMR	GFI	AGFI	TLI	CFI	RMSEA	PGFI	AIC	BCC	BIC	CAIC
1479.14	2.9	0.0625	0.824	0.795	0.908	0.916	0.066	0.707	1649	1664	1995	2080

The comparison of the two models shows that the chi-square, degrees of freedom and SRMR values of Model 3 is lesser than that of model 1. The GFI, AGFI, and CFI values have increased. There is no noticeable difference in RMSEA and PGFI values. The AIC, BCC, BIC values are lesser in Model 3.

The model comparison shows that Structural Model 3 is a marginally better model than Structural Model 1. However there are no noticeable differences in the relationships between the variables.

A comparison of the indirect effects between perceived organisational support and affective commitment between the two structural models, model 1 and model 3, yields figures of 0.606 and 0.702. Model 3 shows a larger indirect effect. There is no direct effect between perceived organisational support and affective commitment.

The indirect effect between perceived organisational support and organisational citizenship behaviour shows a figure of 0.466 for model 1 and 0.432 for model 3. Although the difference is not very large, model 1 has a larger indirect effect. One reason for this can be attributed to the negative relationship between Organisation-based self-esteem and job involvement in the path between perceived organisational support and organisational citizenship behaviour. There is no direct relationship between perceived organisational support and organisational citizenship behaviour.

Perceived organisational support and intention to quit have a direct relationship in both model 1 and model 3. Model 1 shows a significant negative relationship with a coefficient of -0.613 and model 3 also shows a significant negative relationship with a coefficient of -0.54. The indirect effect between perceived organisational support and intention to quit in model 1 is -1.102. The indirect effect between the same variables in model 3 is -1.104. In both models organisation based self-esteem and organisational identification do not show a significant relationship with intention to quit.

Chapter 6

RESULTS AND DISCUSSION

Contents

- 6.1 *Findings & Discussion*
- 6.2 *Results of Hypothesis testing*
- 6.3 *Path analysis*
- 6.4 *Implications*
- 6.5 *Scope for future research*
- 6.6 *Summary and Conclusion*

This chapter will discuss the findings of the study. The results of relationship between demographic characteristics and the variables of the study will form the initial part of the discussion. The second part would include hypothesis testing. The third part of this chapter would be a discussion on the path analysis of the model testing that was done using Amos.

6.1 Findings & Discussion

6.1.1 Demographic characteristics

Meta-analytic results of studies done earlier relating demographic variables with perceived organisational support show average weighted correlations of -0.07 for gender, 0.09 for age, 0.02 for tenure, and -0.30 for size of organisation (Rhoades & Eisenberger, 2002). In this study the researcher obtained correlation coefficients of 0.52 for gender, 0.19 for age, 0.45 for tenure and 0.104 size of the organisation. The R square values for these relationships were 0.06, 0.03, 0.07, and 0.01 respectively. The researcher also looked at the relationship between the number of organisations an employee had worked in and perceived organisational support and found a correlation coefficient of -0.21 with an R square value of 0.01. Since all the values were small, and more or less agreed with earlier research findings, the researcher did not further explore the relationships between demographic characteristics and perceived organisational support.

Studies that have linked demographic variables with organisational commitment have shown that age and tenure have been positively related to commitment while increased education has shown a negative relationship (Morris & Sherman, 1981). There are conflicting findings with regards to the relationship between sex and commitment. Females have shown higher commitment levels when the majority of the population has been female and males have shown higher commitment levels when their representation in the population is higher (Tsui et al., 1992). In the present study, except for a weak correlation of 0.14 with gender, affective commitment did not show significant relationship with age, and tenure and size of the organisation. The study showed that organisational citizenship behaviour was positively related to

gender age and tenure, but did not have any relationship with size of the organisation.

Age and tenure have been negatively related to the intention to quit (Mobley et al., 1978). Studies have also shown that intention to stay is lower for males and those who are younger (Hrebiniak & Alutto, 1972). In the present study, age and tenure were negatively related to intention to quit and females showed lesser intention to quit.

6.2 Results of Hypothesis testing

The following are the results of the hypotheses tested in the study.

Hypothesis	Result
Employees with high perceived organisational support have significantly higher affective commitment.	Hypothesis accepted
Employees with high perceived organisational support show significantly higher organisational citizenship behaviour.	Hypothesis accepted
Employees with high perceived organisational support show significantly lower intention to quit.	Hypothesis accepted
Job involvement mediates the relationship between perceived organisational support and affective commitment.	Hypothesis rejected
Job involvement mediates the relationship between perceived organisational support and organisational citizenship behaviour.	Hypothesis accepted
Job involvement mediates the relationship between	Hypothesis

perceived organisational support and intention to quit.	accepted
Organisational identification mediates the relationship between perceived organisational support and affective commitment.	Hypothesis accepted
Organisational identification mediates the relationship between perceived organisational support and organisational citizenship behaviour.	Hypothesis rejected
Organisational identification mediates the relationship between perceived organisational support and intention to quit.	Hypothesis rejected
Organisation based self-esteem mediates the relationship between perceived organisational support and affective commitment.	Hypothesis accepted
Organisation based self-esteem mediates the relationship between perceived organisational support and organisational citizenship behaviour.	Hypothesis rejected
Organisation based self-esteem mediates the relationship between perceived organisational support and intention to quit.	Hypothesis rejected

Rhoades & Eisenberger (2002) have shown that perceived organisational support has significant positive correlation with affective commitment with an average weighted correlation of 0.65. Perceived organisational support has also shown significant positive correlation with organisational citizenship behaviour with an average weighted correlation of 0.24. Perceived organisational support has been reported to have significant negative correlation with intention to quit

with an average weighted correlation of -0.45. In the present study, perceived organisational support has significant positive correlation with affective commitment with the coefficient of 0.510 and an R square value of 0.265. This supports the finding of an earlier study done by Fuller et al. (2006) and Aube et al. (2007). Perceived organisational support also has a significant positive correlation with organisational citizenship behaviour with the coefficient of 0.403 and an R square value of 0.267. Eisenberger et al. (1986) and Piercy et al. (2006) had already confirmed this relationship and the findings of this study supports the same. Perceived organisational support has a significant negative correlation with intention to quit with the coefficient of -0.958 and an R square value of 0.625. This relationship had been earlier established by Loi et al (2006), which this study confirms.

Job Involvement partially mediates the relationship between perceived organisational support and organisational citizenship behaviour, the mediation model showing an increased R square value of 0.315 from the earlier value of 0.267 for the model without the mediation variable. Mudrak (2004) had indicated that employees with job involvement often think about their jobs and how to improve on it even during their spare time. Job involvement also partially mediates the relationship between perceived organisational support and intention to quit, the mediation model showing an increased R square value of 0.697 from the earlier value of 0.625 for the model without the mediation variable. Job involvement does not mediate the relationship between perceived organisational support and affective commitment. This possibility was explored by Boal (1987) when it was found that employees with high job involvement may have very less organisational commitment.

Zagenczyk et al. (2011) had stated that it would be worthwhile to explore the relationship between organisational identification and variables such as organisational citizenship behaviour, and turnover. Organisational identification partially mediates the relationship between perceived organisational support and affective commitment, the mediation model showing an increased R square value of 0.618 from the earlier value of 0.515 for the model without the mediation variable. Organisational identification does not mediate the relationship between perceived organisational support and organisational citizenship behaviour. However, a test of moderation effect revealed an increase in the R square value from 0.267 to 0.288, when Organisational identification was introduced into the model as a moderator. Organisational identification does not mediate the relationship between perceived organisational support and intention to quit.

The mediating role of organisation based self-esteem in the relationship between perceived organisational support and commitment was found by Lind and Tyler (1988). In this study, it was found that organisation-based self-esteem partially mediates the relationship between perceived organisational support and affective commitment, the mediation model showing an increased R square value of 0.649 from the earlier value of 0.515 for the model without the mediation variable. Organisation based self-esteem does not mediate the relationship between perceived organisational support and organisational citizenship behaviour. Organisation based self-esteem also does not mediate the relationship between perceived organisational support and intention to quit. However, the test of moderation resulted in an increase in the R square value from 0.625 to 0.637, when organisation based self-esteem was introduced as a moderator variable. Though Pierce and Gardner (2009), and Gardner and Pierce (2011) found the relationship between organisation based self-esteem

and commitment and organisational citizenship behaviour respectively, this study could only substantiate the relationship between organisation based self-esteem and affective commitment.

6.3 Path analysis

The analysis of integrated structural model 3 shows that the effect that perceived organisational support has on affective commitment is an indirect effect of 0.702. Perceived organisational support has an indirect effect of 0.432 with organisational citizenship behaviour. Perceived organisational support has a direct effect of -0.54 and an indirect effect of -0.564 with intention to quit. Out of the organisational attachment variables, affective commitment is best predicted by perceived organisational support. Perceived organisational support is the next best predictor for intention to quit, followed by organisational citizenship behaviour. This is in line with the meta-analysis findings of Rhoades & Eisenberger(2002) where the weighted average correlations between these variables show the same pattern. Although, perceived organisational support does show direct relationships with the organisational attachment variables which comprise of affective commitment, organisational citizenship behaviour, and intention to quit, the integrated structural model shows a different result. Here, perceived organisational support does not show direct relationship with affective commitment and organisational citizenship behaviour. Mediation analysis had earlier shown the role that variables such as job involvement, organisation-based self-esteem, and organisational identification, play in the relationship between perceived organisational support and the variables of organisational attachment.

The strongest path between perceived organisational support and affective commitment is through job involvement with the coefficient of 0.289.

The next best path between perceived organisational support and affective commitment is through organisational identification with the coefficient of 0.280. The relationship between organisation based self-esteem and job involvement becomes negative when perceived organisational support is put as an antecedent of organisation based self-esteem. It is also found that there is no significant relationship between organisational identification and job involvement.

The strongest path between perceived organisational support and organisational citizenship behaviour is through job involvement with the coefficient of 0.454. The path between perceived organisational support and organisational citizenship behaviour through the intervening variables of organisation based self-esteem and organisational identification is significant but very weak. There is no direct relationship between perceived organisational support and organisational citizenship behaviour.

There is a significant positive relationship between perceived organisational support and intention to quit with the coefficient of -0.54. The path with a higher coefficient of -0.640 is with job involvement as an intervening variable between perceived organisational support and intention to quit. There is no significant relationship between organisation based self-esteem and intention to quit. There is no direct relationship between organisational identification and intention to quit.

Perceived organisational support has a significant direct relationship with only one of the organisational attachment variable, which is, intention to quit. However, its relationship with all the three organisational attachment variables shows strong paths through job involvement as an intervening variable. Although organisation based self-esteem and organisational identification have

significant relationships with the organisational attachment variables when tested separately, they fail to have a significant impact in the presence of perceived organisational support as an antecedent variable.

Although the sequential chi-squared distribution test showed that the difference in chi-square was significant between the structural Model 1 and Model 3, the nature of the relationships between the variables has followed the same pattern. The only difference has been in the quantum of the indirect effect, where structural model 3 has shown greater indirect effects.

6.4 Implications

6.4.1 Implications on Management Theory

The study was an attempt to find out the relationships between certain variables that are defined by the organisational context and variables that constitute organisational attachment. The study also included a job-related variable, Job Involvement, as literature had pointed to it playing a major intervening role in the relationship between perceived organisational support, organisation-based self-esteem, organisational identification, and organisational attachment. Earlier studies have hypothesized the direct significant relationships between perceived organisational support, organisation-based self-esteem, organisational identification and the organisational attachment variables, which were, affective commitment, organisational citizenship behaviour and intention to quit. When taken separately and analyzed using SPSS, these relationships were found to be significant. However, when the researcher undertook Structural Equation Modelling, it was found that perceived organisational support had significant direct relationship only with intention to quit. Organisation based self-esteem and organisational identification were found to have no relationship with

Intention to Quit. Both these variables only had minor effect on organisational citizenship behaviour. They had a direct relationship with affective commitment but with only moderate effect. Job involvement emerged as a major intervening variable between the relationship of perceived organisational support and organisational attachment variables. There that has not been a study that has taken all these variables together, and any change in the nature of quantum of the relationship with each other as seen in the integrated model, would be a valuable contribution to the theory.

6.4.2 Implications on Management Practice

Perceived organisational support has the strongest relationships with organisational citizenship behaviour and turnover intention. Organisations would do very well to value the contributions of their employees and make conscious efforts to ensure that the employees perceive that the organisation cares about their well-being. During the course of the research, the researcher became aware of a number of practices that organisations were following, which could be identified as contributing to perceived organisational support. A few of these practices were, 'no-fire policy', 'flexible leave practices', 'dependent support', 'vacation leave', etc. Many organisations have formulated innovative human resource management practices to recognize the contributions of their employees. Organisations have made many human resource policies flexible enough to adapt to the changing requirements of their employees. The findings of this research indicate that perceived organisational support is a strong predictor of all the organisational attachment variables and hence, can be an important tool for increasing the employee attachment towards the organisation. This would result in positive organisational outcomes such as increased affective commitment, organisational citizenship behaviour and decreased turnover intention.

Organisational identification is the strongest predictor of affective commitment. organisations should invest in building their brand image. One of the major developments in the field of human resource management has been the evolution of the concept of 'Employer Branding'. Organisations become part of competitions and surveys which are looking for the best organisations that are considered as 'Investors in People' or 'The Best Place to Work in', captions which are given to organisations with whom employees identify with very strongly. The organisation itself achieves cult status because they are able to instill in their employees strong psychological involvement towards the organisation. Such organisations find it easy to attract the best talent and retain them longer than organisations which do not foster such identification.

Job Involvement has become a strong intervening variable in the relationship between perceived organisational support and the organisational attachment variables. This is a clear indication that irrespective of the amount of support that the organisation may provide, it may not result in the Organisational attachment of the employees if they do not psychologically identify with their jobs. The study was done in the Information Technology sector, where the researcher found a number of employees who were of the opinion that they had made a wrong career choice. They were working in organisations which provided plenty of support to its employees, the impact of which would not be perceived by the employees lacking in Job Involvement.

Human Resource Managers should look out for employees who do not exhibit job involvement, as they cannot be motivated by organizational support. Instead, such support may increase their continuance commitment, which may not be desirable to organisations. Attempts should be made to make employees aware of the organizational support initiatives taken, so that they perceive it appropriately and motivate them to be more productive.

6.5 Scope for future research

The researcher had only taken the relationships between the chosen variables as the scope of the study. The sample consisted of employees from different organisations. At the time of conceptualization of the study, innovative human resource management practices that contributed to

organisational support were not institutionalized. It was also difficult to identify organisations which had a high level of perceived organisational support. By the end of the research, the researcher could identify a number of organisations which had taken special initiatives to support its employees. Further research could focus on organisations as the sample unit and relate with the employee attachment levels.

The researcher came across several instances where employees complained about inconsistencies in the policies of decisions that organisations took in the name of supporting its employees. It would be worthwhile to look at the role that organisational justice plays in the relationship between perceived organisational support and the consequent variables.

Research into the practice of Employer Branding and the levels of perceived organisational support in such organisations can also be attempted. The attachment levels of employees in such organisations can also be ascertained.

6.6 Summary and Conclusion

This study looks at the different perceptions that employees have towards their organisations and how they may impact the organisational outcome variables from the human resources perspective. The study has also used employee perception regarding his job, job involvement, as an intervening variable. Analysis of relationships between the variables show that perceived organisational support has a direct effect on affective commitment and job involvement mediates the relationship between perceived organisational support and intention to quit. Organisational identification is positively related to both perceived organisational support and affective commitment and plays a role as a mediating variable between perceived organisational support and affective commitment. Organisational identification was found to be playing a moderating role in the relationship between perceived organisational support

and organisational citizenship behaviour. Although organisational identification does have a relationship with intention to quit, it does not have a role to play in the relationship between perceived organisational support and intention to quit. Organisation-based self-esteem plays a mediating role between perceived organisational support and affective commitment. Organisation-based self-esteem does have a relationship with organisational citizenship behaviour, but does not have role in the relationship between perceived organisational support and organisational citizenship behaviour. It was also found that organisation-based self-esteem plays a moderating role in the relationship between perceived organisational support and intention to quit.

The path analysis using SEM shows the different effects that perceived organisational support has on the attachment variables. The analysis shows the importance of job involvement, organisational identification and organisation-based self-esteem in the relationship between perceived organisational support and affective commitment. When we take organisational citizenship behaviour into consideration, the only strong path is through job involvement. Perceived organisational support has a significant direct effect on intention to quit. The path becomes stronger with job involvement as an intervening variable. The other variables, organisational identification and organisation-based self-esteem, do not have any direct effect on intention to quit.

The study throws light on the importance of the variables like perceived organisational support and job involvement in determining the organisational attachment variables. This also substantiates that perceived organisational support is the more important variable with more predictive power than variables such as organisational identification and organisation-based self-esteem when organisational attachment variables are considered, especially in the case of organisational citizenship behaviour and intention to quit.

The need for organisations to provide better support to employees and to get employees to perceive that support, in terms of standing with the employees in times of hardship to both employee and the organisation would go a long way in increasing their citizenship behaviour as well as decreasing their intention to quit. The study has helped to understand the impact the different types of perceptions employees have about their organisations on the different attachment variables. Organisations can proactively engage with employees in such a way that these perceptions can be enhanced leading to a more productive human resource.

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APPENDIX

Appendix - I

Instructions to respondents

This questionnaire seeks to collect information about the support that organisations provide its employees and the corresponding attachment behaviours felt and showed by the employees. This study is academic in nature and no data would be shared with any organisation. Kindly make honest responses to all items as the identity of the respondents is not recorded and the information is kept confidential.

Directions

You may respond to each item by putting a tick mark () in the box of the rating scale at the most appropriate place that best describes your feelings or opinion. There is no right or wrong answer.

D1	Sex	Male <input type="checkbox"/>	Female <input type="checkbox"/>
D2	Age	<input type="text"/>	write in years
D3	Total years of service	<input type="text"/>	write in years
D4	Years of service in present organisation	<input type="text"/>	write in years
D5	Level in management	Junior <input type="checkbox"/>	Middle <input type="checkbox"/> Senior <input type="checkbox"/>
D6	Total no. of employees in your organisation	<input type="text"/>	write approx. no.
D7	No. of organisations you have worked before	<input type="text"/>	write number excluding the present one

Appendix

		Strongly Disagree	Slightly Disagree	Neither Agree nor Disagree	Moderately Agree	Strongly Agree
POS 1	My organisation values my contribution to its well-being.	1	2	3	4	5
POS 2	If my organisation could hire someone to replace me at a lower salary it would do so.	1	2	3	4	5
POS 3	My organisation fails to appreciate any extra effort from me.	1	2	3	4	5
POS 4	My organisation strongly considers my goals and values.	1	2	3	4	5
POS 5	My organisation would ignore any complaint from me.	1	2	3	4	5
POS 6	My organisation disregards my best interests when it makes decisions that affect me.	1	2	3	4	5
POS 7	Help is available from my organisation when I have a problem.	1	2	3	4	5
POS 8	My organisation really cares about my well-being.	1	2	3	4	5
POS 9	Even if I did the best job possible, my organisation would fail to notice.	1	2	3	4	5
POS 10	My organisation is willing to help me when I need a special favor.	1	2	3	4	5
POS 11	My organisation cares about my general satisfaction at work.	1	2	3	4	5
POS 12	If given the opportunity, my	1	2	3	4	5

	organisation would take advantage of me.					
POS 13	My organisation shows very little concern for me.	1	2	3	4	5
POS 14	My organisation cares about my opinions.	1	2	3	4	5
POS 15	My organisation takes pride in my accomplishments at work.	1	2	3	4	5
POS 16	My organisation tries to make my job as interesting as possible.	1	2	3	4	5
OI 1	When someone criticizes my organisation, it feels like a personal insult.	1	2	3	4	5
OI 2	I am very interested in what others think about my organisation.	1	2	3	4	5
OI 3	When I talk about this organisation, I usually say 'we' rather than 'they'.	1	2	3	4	5
OI 4	This organisation's successes are my successes.	1	2	3	4	5
OI 5	When someone praises this organisation it feels like a personal compliment.	1	2	3	4	5
OI 6	If a story in the media criticized this organisation, I would feel embarrassed.	1	2	3	4	5
OBS 1	I count around here.	1	2	3	4	5
OBS 2	I am taken seriously around here.	1	2	3	4	5

Appendix

OBS 3	There is faith in me around here.	1	2	3	4	5
OBS 4	I am trusted around here.	1	2	3	4	5
OBS 5	I am helpful around here.	1	2	3	4	5
JI 1	The most important things that happen to me involve my present job.	1	2	3	4	5
JI 2	I am very much personally involved in my job.	1	2	3	4	5
JI 3	I live, eat, and breathe my job.	1	2	3	4	5
JI 4	Most of my interests are centered on my job.	1	2	3	4	5
JI 5	I have very strong ties with my present job which would be very difficult to break.	1	2	3	4	5
JI 6	Most of my personal life goals are job oriented.	1	2	3	4	5
AC 1	I would be very happy to spend the rest of my career with this organisation.	1	2	3	4	5
AC 2	I enjoy discussing about my organisation with people outside it.	1	2	3	4	5
AC 3	I really feel as if this organisation's problems are my own.	1	2	3	4	5
AC 4	I do not feel 'emotionally attached' to this organisation.	1	2	3	4	5

AC 5	This organisation has a great deal of personal meaning for me.	1	2	3	4	5
AC 6	I do not feel a 'strong' sense of belonging to my organisation.	1	2	3	4	5
		Never	Rarely	Occasionally	Frequently	Very Frequently
OCBO 1	My attendance at work is above the norm.	1	2	3	4	5
OCBO 2	I give advance notice when unable to come to work.	1	2	3	4	5
OCBO 3	A great deal of time is spent with personal phone conversations.	1	2	3	4	5
OCBO 4	I complain about insignificant things at work.	1	2	3	4	5
OCBO 5	I conserve and protect organisational property.	1	2	3	4	5
OCBO 6	I adhere to informal rules devised to maintain order.	1	2	3	4	5
		Never	Rarely	Occasionally	Frequently	Very Frequently
ITQ 1	I think a lot about leaving this organisation.	1	2	3	4	5
ITQ 2	I am actively searching for an acceptable alternative to this organisation.	1	2	3	4	5
ITQ 3	I intend to leave the organisation in the near future.	1	2	3	4	5

Appendix II

Perceptions about Organisations and Organisational Attachment

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Introduction

This is an era characterized by a phenomenon where employers are finding it difficult to get the right kind of people as employees even though there are a large number of people looking for employment. These are also times when employees willingly leave an organisation in larger numbers than organisations asking employees to leave. This clearly shows that retention and turnover are major issues facing organisations. Traditionally there has been lot of talk on what employees must be doing for their organisations as part of their work or commitment. Since the time has come where attraction and retention of employees has become critical, talks have started on what organisations should be doing towards their employees, so as to keep them committed. The growth and maturity of the field of both organisational behavior as well as Human Resource Management has also added additional impetus to these initiatives.

Many reports have cited employee turnover as the most significant challenge that organisations will face in the coming decade. Although to some extent employee turnover this inevitable, organisations have always tried to come up with strategies and interventions to reduce the impact of turnover. However it has been found that it is more effective if ways can be found to reduce employee turnover itself. Organisations have always grappled with the issue of infantile turnover (employees leaving the organisation within the first

two years of joining). This kind of turnover can be attributed to the employee not having a realistic job preview, lack of person organisation fit or person job fit, or the dislike of the organisational work environment. The costs associated with infantile turnover has been found to be less. However it is the turnover amongst the experienced employees that organisations have now started taking note of. When employees who have shown commitment to the job and the organisation and who have imbibed the organisational culture leave, the cost to the organisation is much more than finding a replacement. It is in this context that organisations have now started focusing on how to retain experienced talent.

Earlier research had focused on various behavioural variables like leadership, motivation, work-life balance, job characteristics, and work environment as variables to look at commitment and satisfaction. It is only a decade or two since research has started shifting its attention from behavioural to organisational variables. Several initiatives had been taken by organisations to consciously brand not just their products, but also their organisations and this extended to even their employees. This has led to variables such as perceived organisational support, organisation based self-esteem and organisational identification finding importance in research.

Like in any discipline, various concepts have also evolved over time. This evolution has been a result of the increase in scope that the concept would have achieved as relationship with other concepts became clearer and stronger. One such concept is organisational attachment. It is a variable which has evolved from the concept of organisational citizenship behavior (OCB) when it was found that its scope had widened to include the aspects of affective commitment and staying intentions. A simple explanation would be like this. If

organisational citizenship behavior was exhibited by an employee with the intention of pleasing someone in the organisation or if an employee who exhibited OCB left the organisation, this would somehow diminish the conceptual validity of that concept. If affective commitment which is a psychological aspect and staying intentions, which is behavioural component was put together with OCB, this concept would be of more benefit to the organisation. Thus the concept of organisational attachment.

Organisational Citizenship Behaviour

Globalization and increased competition have resulted in managers employing cost-cutting strategies, such as downsizing and restructuring, to remain viable in this turbulent business world. As a result, employees often 'go the extra mile'; taking on more than is formally required of them. These and other beneficial discretionary behaviours are referred to as organisational Citizenship Behaviours (OCBs). It is evident that if management can encourage employees to be better 'organisational citizens' the likely result will be improved organisational effectiveness (Jordan, C and Sevastos, P. 2003). Multiple studies have shown that organisational citizenship behaviors (OCBs) have a significant impact on managerial performance appraisals and other managerial decisions. In some cases, these findings indicate that organisational citizenship behaviours have substantially greater influence on performance appraisals than objective performance information. The empirical evidence makes it clear that managers use organisational citizenship behaviours in making decisions regarding the appraisals of subordinates (Steven W. Whiting, 2007). “Hard” reciprocation through extra-role behaviour seems to be inspired by the empowering impact of control through fairness. “Soft” reciprocation by affection and staying intentions (cognitions) on the other hand, results from the

relational bond that is strengthened by fair treatment (Olfen and Cremer, 2007).

Organisational Attachment

Over the years, it has become increasingly clear that employees do not search for secure tenure positions anymore, but rather prefer to keep an open eye towards alternative jobs that may be more attractive to them (Pearce & Randel, 2004). As a consequence, employees are becoming more and more mobile across organisations and they perceive their employment contract more in terms of short-term rather than long-term relationships, regardless of culture (Chang, 2002). Behavioural indications of attachment include organisational citizenship behaviours (OCBs). Following research done by Aryee, Budhwar, and Chen (2002), staying intentions can be considered as an attachment type between “passive” affect and “active” behaviour. We refer to the three measures of affective commitment (AC), organisational citizenship behaviour (OCB), and staying intentions as organisational attachment variables (Olfen and Cremer, 2007).

Studies on the antecedents of OCB have pointed out several variables. Generally OCBs increase with more favourable perception of organisational support and fair interpersonal treatment. By the empathy concern behaviour hypothesis (Fultz, Batson, Fartenbach, McCarthy, & Varney, 1986), an employee who perceives favourable organisational support and fair interpersonal treatment at workplace, shows empathic concern for the organisation by engaging in citizenship behaviours. The norm of reciprocity (Gouldner, 1960; Schopler, 1979) also posits that people who give should be paid back. Employees evaluate their work situations by cognitively comparing their inputs to the organisation with the outcomes they receive in return

(Adams, 1965). Thus, employees empathize and reciprocate organisational support and fair treatment with extra-role behaviours such as OCBs. The fairness rule of equity or distributive justice presents the idea that people are most satisfied with a relationship when the ratio between benefits and contributions is similar for both partners (Haworth & Levy, 2001) (Benjamin and Olanrewaju, 2005).

The Human Relations School of managerial thought (Roethlisberger and Dickson, 1967), which basically argues that employee performance will improve as the employment relationship improves, has resulted in a wide variety of theories attempting to explain why this change occurs. One of the most prominent of those theories is social exchange theory (e.g., Blau, 1964), which is supplemented by the norm of reciprocity (e.g., Gouldner, 1960). The explanation provided by social exchange argues that the employee may perform at a higher level because s/he perceives an obligation to reciprocate for social "gifts" granted by the employer (e.g., raises, promotions, top project assignments, positive feedback (Organ, 1977)).

Earlier studies have shown that when we take organisational attachment we are considering the relationship between the individual and the organisation as a whole, rather than on the relationships between individuals within the organisation. Just as perceived organisational support can be distinguished from perceived supervisor support, it is reasonable to expect that employees may distinguish between the organisation as a whole and the interpersonal relationships they have within that organisation. There is no necessary inconsistency between these two perspectives; they merely take as their focus different types of relationships.

The transformation in the eyes of the employee of the organisation from an abstract entity with no real existence to an accepted embodiment as a member in a relationship is also helped along by subtle actions on the part of most or all organisational members. There is frequently a concerted effort to get employees to identify with and commit to "the organisation." Engaging in citizenship behaviors binds the individual more closely to the organisation by reinforcing the link between the well-being of the organisation and the actions of the individual. Thus the display of citizenship behaviors can be understood as attachment-seeking behaviors that serve to bring the individual into closer psychological contact with the attachment figure (Lynda St. Claire, 200).

Perceived organisational support

Perceived organisational support (POS) refers to employees' overall perception that the organisation recognizes their contributions and cares about them (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employees who perceive that their organisation cares about and values them seem to develop stronger affective commitment to their organisation, which has been demonstrated to be a direct predictor of interpersonal helping (Bishop, Scott, & Burroughs, 2000).

In order to determine the personified organisation's readiness to reward increased work effort and to meet needs for praise and approval, employees develop global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being. Such perceived organisational support would depend on the same attributional processes that people use generally to infer the commitment by others to social relationships. Perceived organisational support would be influenced by various aspects of an employee's treatment by the organisation, and would, in turn, influence the

employee's interpretation of organisational motives underlying that treatment. This implies that there will be agreement in the degree of support that the employee would expect of the organisation in a wide variety of situations (Eisenberger 1986).

Organisation-based-self-esteem

Organisations cannot get desired results from its human capital by providing good working conditions alone, but it would have to consider several other factors. The very fact that individuals value the degree to which they can satisfy their needs by participating in roles within the context of an organisation does point to the factor that participation in roles is more than just person-job fit. Organisation roles can motivate and induce participation and these need not be restricted to just formal roles and this results in a high level of organisation-based-self-esteem.

Though there are constructs like organisational climate, commitment and citizenship which look at employees and their role within an organisation, not many measures took into account the total work environment that an organisation provides and how it influences the individual. It is posited that employee's self-esteem levels can be influenced by the organisation and its environment. If the organisation provides its employees with enough opportunities for playing meaningful roles that will provide them with a feeling of worthwhile and satisfaction, the self-esteem levels of the employees would increase. This has shown to have a positive effect on self-efficacy. There is a need to look at the effects of such self-esteem on other organisational outcomes. The concept of organisation based self-esteem provides us with the construct to assess the impact of the organisational environment in determining the relationship with its employees (Pierce, Gardner et al, 1989).

Organisational Identification

There is also a level of possessiveness that may be exhibited by individuals as they strongly identify with the organisation. The extent to which individuals perceive themselves as part of a specific organisation is the concept of organisational Identification. It is a perception of oneness with or belongingness with the organisation (Ashforth and Mael, 1989). Following the social identity theory, organisational identification is only another form of social identification in which the organisational membership would define a person. This construct can be important in predicting extra-role behaviours and staying intentions. Employees with high organisational identification may see their relationship with the organisation as a long term one. This also implies that an organisation should possess a certain kind of distinctiveness so as to enable its employees to perceive it as such and develop a unique identity in their minds (Lee, 2004). If there is strong organisational identification, the employee would tend to view personal outcomes and organisational outcomes as interchangeable (Cremer, 2005).

Conclusion

Since the concept of organisational citizenship behaviour evolved there have been numerous attempts to study its impact and importance. Most of the variables used to study this concept have been individual personality variables from commitment, perceived fairness to even personality types. However, two notable changes can be observed upon literature scrutiny. First there is a trend towards focusing on organisation related variables that may impact organisational citizenship behaviour, and second, the evolution of the concept of organisational Attachment (OA) as a more comprehensive measure than organisational citizenship behaviour.

Organisational attachment is considered to be broader in scope than organisational citizenship behaviour as it incorporates a cognitive and affective component also. The affective component is in the form of affective commitment and the cognitive component consists of the employees thought process as to whether he should remain in the organisation or has an intention to quit.

As such, it is becoming an important task for organisational behaviour research to examine when and which employees are most likely to display several forms of organisational attachment; something that is of particular importance for talented employees one wishes to keep and educate further (Olfen and Cremer, 2007).

Several studies have attempted to determine antecedents of organisational citizenship behaviour, however there is a lack of research investigating the relationship between organisational variables and organisational citizenship behaviour (Jordan, C and Sevastos, P. 2003)

Organisational variables such as perceived organisational support, organisation based self-esteem and organisational identification may have a significant influence on the different aspects of organisational attachment. It would be a valuable contribution to the body of knowledge of organisational behaviour if these relationships are explored in detail. It would be also of immense help to organisations, if they can understand the strength of these organisational variables in helping to predict the extent to which they influenced the employee's cognitive, affective and behavioural tendencies. It can lead to a comprehensive approach in trying to reduce employee turnover by creating a work environment in an organisation that gives a perception to its employees that the organisation is supportive, would provide them with

sufficient opportunities to perform satisfying roles and also by providing a distinct identity to its employees. This can lead to organisations taking greater care in branding itself as well as creating a new impetus in branding its employees.

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