THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE COMMITMENT AND TURNOVER INTENTION WITH MEDIATING ROLE OF EMPLOYEE JOB SATISFACTION

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DEDICATION

I dedicate this research to my mother, Juwaria Majid, the strongest woman I know, who always motivated me and supported me in every sense. Thank you for being the pillar of my strength and for having faith in me.

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ABSTRACT

Maintaining employees' level of job satisfaction by providing organizational support is a critical issue faced by organizations. The objective of this research is to highlight the importance of perceived organizational support in engineering firms. Job dissatisfaction, low commitment and turnover are among the painful issues of organization. In the world of tough competition, organizations try to facilitate their employees with health benefits, medical allowances, social support, awards, recognition and compensation, so that they may retain their workforce. The purpose of this study is to elaborate the importance of perceived organizational support provided by organization as a whole and its top management so that employees may get satisfied with their jobs. Based on 42-item questionnaire, to be filled by a sample of 250 employees from electrical and electronics manufacturing firms of Islamabad/Rawalpindi Pakistan, the predicted hypotheses are tested. The study uses non-probability convenience sampling for data collection. The empirical investigation of data suggests that management should take measures in providing moral and practical support to their employees to raise their level of satisfaction, commitment and retention towards respective organizations.

Keywords: Perceived organizational support, employee commitment, turnover intention, employee job satisfaction

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1. INTRODUCTION

In recent years, organizational effectiveness is worth concerning (Miao, 2010). Research proposes that generally employees develop positive attitude towards their respective jobs when they are given value by their organizations (Eisenberger, Huntington, Hutchison & Sowa, 1986; Allen, Shore & Griffeth, 2003). Perceived Organizational Support (POS) is considered as employees' strong belief that organizations care about their wellness and value their contributions (Eisenbereger, et al., 1986). In a broader perspective, perceived organizational support is explained by researchers as the social exchange behavior that comes as a response obtained from exchange between the employees of the organization for the benefit of organization.

According to social exchange theory and the concept of norm of reciprocity, existence of perceived organizational support within an organization results in increase in organizational commitment (A & Wayne, 1993; Allen, Shore & Griffeth, 2003). The firm belief of employees' that their organization cares about their well-being decreases employee absenteeism and increases their feeling of commitment towards organization (Eisenberger et al., 1990; Shore & Wayne, 1993; Wayne, Shore & Liden, 1997; Allen, Shore & Griffeth, 2003).

Perceived organizational support governs the relationship of employee and organization (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Arshadia, 2011) and is regarded as one of the key factor in determining the success of any organization. The collective response employees receive from management forces them to develop assumptions that whether organization acknowledge their contributions or not (Eisenberger et al., 1986; Arshadia, 2011). Organizational support is considered to reduce stress caused due to workload, thus maintaining employee health (Maertz et al., 2007; Teoh et al., 2016). Organization itself bears the adverse effects of employee workplace stress in the form of poor employee job performance and more healthcare cost (Stamper & Johlke, 2003).

High perceived organizational support ultimately means that employee expectation towards organization is fulfilled which will enhance their affective commitment (Eisenberger et al., 1986; Shore & Shore, 1995; Eisenberger, 1997). Studies indicate that if employees receive little organizational support, it will not only affect the employee-employer relationship but will also reduce their performance and

involvement towards organizational activities. This will result in increase in absenteeism or more likely early job retirements (Eisenberger, 1997).

Recently organizations have faced competitions in their respective sectors. Understanding this situation, many organizations have started ways to distinguish themselves form others in the terms of providing more social support to their employees and giving them more incentives. The idea behind is that this step will ultimately results in job satisfaction of their employees which will reduce their turnover intention and increase their commitment towards job. In fact, many organizations have started to realize that employees are their best asset and they may help in developing strong links with other employees serving in different organizations (George, 1990; Ballantyne, 2003; Bailey, Albassami & Al-Meshal, 2016).

A worth concerning organizational outcome is job satisfaction, which is also considered to be indicator for organizational success (Culbertson, 2009; Korunka et al., 2003; Menezes, 2012). When employees receive support from their organization, they develop faith in their organization and assume that organization will remain just to them. This perception of equality increases employee job satisfaction (Menezes, 2012). This increase in job satisfaction will result in employee emotional and psychological attachment towards organizations.

Organizations usually prefer to induce social activities within workers so that a friendly environment is created which results in increase in employee commitment (Kirmizi & Deniz, 2009; Abdullah & Ramay, 2011). Employee commitment is a wide topic of research. Meyer and Allen (1984) proposed that employee commitment involves affective commitment and continuance commitment. However Meyer and Allen (1990) introduced third dimension of employee commitment and termed it as normative commitment. Affective commitment is the measure of how much employees are emotionally attached with their organization. Continuance commitment is the degree to which employees believe that leaving their respective organizations would be costly. Normative commitment is the extent to which employees believe that it is better to stay with their respective organizations.

Withdrawal of employees from organization is of serious concern. However employees receiving perceived organizational support are less likely to quit their jobs and start serving for another organization. When employees are satisfied with their respective

jobs, they are more attached to their organizations which increases employee retention. Dissatisfaction of employees from workplace results in quitting of job, which is termed as turnover intention. Thus high satisfaction acts as a mediator in aiding employees not to quit their jobs (Luthans, 1995; Ncede, 2013).

There is a dire need to understand the importance of support provided at workplace, so that the employee-employer relationship will become stronger. The results of undergoing study gave a new perspective to the previous findings in highlighting the impact of perceived organizational support on employee's job satisfaction, employee commitment and turnover intention and in determining the mediating role of job satisfaction on employee commitment and intentions of employees to leave their organizations.

1.1 Statement of Problem

Employees feel morally low when they are not being considered as valuable contributors. By human nature, employees want to get praise for a job well done. This induces motivation and dedication towards their jobs. When supported and praised by senior management, co-workers, supervisors or even work clients, employees' performance increases. Perceived organizational support has a theoretical as well as practical impact in creating perception among employees that they are being treated with justice. This leads to increase in employee involvement and generation of better ideas. When employees receive acknowledgement, the communication gap between employee and employer gets narrowed resulting in better organizational outcomes i.e., increase in job satisfaction, increase in employee commitment and a significant decrease in employee turnover intention. Thus social contact in an organization generates a need for emotional support.

Prior findings indicate that lack of perceived organizational support decreases employee job satisfaction which further lowers employee commitment and increases turnover intentions (Shore et al., 2009; Tuzun et al., 2012). However, no published research investigates impact of organizational support on employee job satisfaction in engineering firms. This research thus determines the relationship between organizational support and employee job satisfaction in engineering firms of Islamabad/Rawalpindi, Pakistan.

1.2 Research Questions

The undergoing study aims to fulfil the gap by taking in consideration following questions:

1. What is the effect of perceived organizational support on employee job satisfaction?
2. What is the relation of perceived organizational support with employee commitment?
3. What is the influence of perceived organizational support with turnover intention?
4. What is the mediating effect of job satisfaction of employees on the correlation of perceived organizational support with employee commitment and turnover intention?

1.3 Research Objectives

1. To find out the effects of perceived organizational support on employee job satisfaction.
2. To determine the relationship between perceived organizational support and employee commitment.
3. To understand the influence of perceived organizational support on turnover intention.
4. To identify the mediating role of job satisfaction of employees in the correlation of perceived organizational support with employee commitment and turnover intention?

1.4 Significance of Study

Pakistani literature pertaining to factors contributing in employee job satisfaction, employee commitment and turnover intention in the engineering firms is lacking. This undergoing research seeks to add to the body of knowledge through a survey in above mentioned areas. This will be beneficial to engineering firms operating in Islamabad/Rawalpindi, Pakistan in particular and the world in general.

A goodwill is generally thought to be reciprocal in nature i.e., it will come back to you in a near future. Similarly, in a workplace, employees believe that providing social support to other co-workers will help in creating a friendly environment i.e., reciprocal in nature and in which their contributions will be acknowledged. This belief is termed as perceived organizational support (Bennett & Liden, 1996). Work environment of

engineering firms is quite challenging for the workers. Studies suggest that almost every organization faces stress, be it big or small (Bashir & Ramay, 2012). The employees' physical and mental state, job satisfaction, intentions of leaving can be affected by continuous stress from their jobs (Bonds, 2017). For instance, studies suggest that high perceived organizational support indicates low level of stress in a working environment and high degree of employee involvement towards their respective jobs. In addition high perceived organizational support guarantees high employee performance because employees consider organizational goals as their own.

From undergoing research, the engineering firms therefore will have knowledge of factors influencing job satisfaction, employee commitment and intentions of leaving. The senior management will devise strategies as per requirement and will encourage perceived organizational support in every department so that employee will feel more committed to their organizations and turnover intention will decrease which will ultimately aid in organizational outcomes.

1.5 Work Environment of Engineering Firms

Engineering related jobs are often regarded as stressful jobs. The reason behind is not only engineering itself, but all other related tasks such as inter disciplinary working, paper work, managing subordinates and factors like excessive workload, long working hours (Rengamani, 2018). In engineering firms, this stress is usually chronic in nature and exits in different forms. It exists as occupational stress, stress related to emotions and mental stress (Rengamani, 2018). Previous study suggested that factors of occupational stress i.e. workload, relationships, home-work balance, personal responsibility, hassles, recognition and organizational climate, are mostly faced by employees in engineering firms (Teichmann & Jr; 2007).

Out of these factors, the main three responsible factors are high workload, tasks given to be solved as home assignments and the need to take one's own responsibility (Teichmann & Jr; 2007). A negative association was obtained between occupational stress and engineers' quality of life (Teichmann & Jr; 2007). This workload stress creates job dissatisfaction among employees and aids in reducing their work performance (Rengamani, 2018). Rengamani (2018) concluded that continuous stress faced in workplace results in difficulty in concentration, low morale, sleep disturbance

and short temper. However, if adequate support is provided to employees, these factors can be reduced.

1.6 Organization of Study

The research study consists of five chapters. The first chapters gives a brief introduction about the background study. It explains a broad problem area in statement of problem followed by research questions, research objectives, significance of the study and chapter layout. The second chapter covers the literature review of past studies that will provide the reader with sound theoretical knowledge about the variables i.e. perceived organizational support, employee commitment, employee job satisfaction and turnover intention. The third chapter highlights the methodology adopted by the researcher to carry out the detailed survey about the relationship that exists between the variables. It discusses the sample population, sample size, sampling techniques and procedures as well as the instrument to measure the reliability and validity of data. The fourth chapter presents the detailed analysis of gathered data and presents numerical values and descriptive statistics of the defined variables. The fifth chapter provides conclusion of this research study and provides the reader with limitation and possible recommendations.

2. LITERATURE REVIEW

2.1 Perceived Organizational Support

One way of observing the organizational support is from employee's point of view or perceived organizational support. An employee's firm belief concerning the degree to which organization values his/her organizational contribution is termed as perceived organizational support. It has been found that perceived organizational support plays an important role in organizational outcomes such as employee performance, productivity and organizational success. If perceived organizational support exists in an organization, employees believe that their socio-economical needs are being fulfilled. This results in creating a social exchange relationship between employee and employer (Eisenberger et al., 1986; Shanock and Eisenberger, 2006; Wickramasinghe & Wickramasinghe, 2012). Thus perceived organizational support is regarded to be one of the main factor in developing psychological state in the mind of the employees.

Perceived organizational support is divided primarily in two paradigm; one is labeled as POS-J and the other as POS-R; where former deals with employee's perception that their outcomes and performances are valued and later deals with employee's perception that respect is given to them (Muse & Stamper, 2007; Ahmed et al., 2011). Presence of both is necessary in any firm, since their absence can affect the overall perception of employees that their organizations care about their well-being

An employee's urge to perform a specific task with full dedication and motivation is highly valued by the senior management (Rhoades & Eisenberger, 2002). A dedicated employee wants better organizational outcomes in the terms of increased performance, minimal absenteeism, and comparatively lesser turnover from their jobs (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982; Rhoades & Eisenberger, 2002). This dedication only arises as a response to the organizational support provided to the employees and any sort of appreciation be it appraisals, promotions or incentives given to the employees based on their performances.

The concept of perceived organizational support revolves around three theories namely organizational support theory, social exchange theory and the norm of reciprocity. According to organizational support theory, employees assign humanly characteristics

to their organizations and personally are in favor of perceived organizational support. They perceive the actions taken by the agents as that of organization's responsibility. The organizational actions can be its policies, set of rules, legal responsibilities, norm and culture. Based on these assumptions, employees pass their judgments that either organizations treats them favorably or not (Rhoades & Eisenberger, 2002; Malik, Kazmi & Nadeem, 2016).

Social exchange theory is regarded as one of the most influential ones in maintaining employee-employer relationship in an organization. Based on the concept of social exchange theory, due to support employees of an organization develop an interactive exchange between them. These interactions and exchanges are reactions of human social behavior. The commonly observed behaviors are: seeking rewards, promotions, increase in salaries, avoiding punishments, training and development or any sort of support (Malik, Kazmi & Nadeem, 2016). Increase in social exchange behavior causes an increase in employee contributions and they feel more satisfied with their jobs which is expressed by higher commitment, lower intentions to quit and better performance (Shore et al., 2009; Tuzun & Kalemci, 2012). Basically perceived organizational support when applied in an organization creates emotional attachment of employees in which they consider the organizational goals as their utmost responsibility. So it must be expected that providing support will decrease employees' turnover intention due to increase of their attachment towards organization (Eisenberger et al., 1990; Wayne et al., 1997; Malik, Kazmi & Nadeem, 2016).

The theory of norm of reciprocity also called rule of reciprocity, revolves around human nature that people generally tend to repay the kind deeds to those who have helped them in tough times. Particularly in an organizational environment, there are mutual expectations between organization and its working staff. These expectations drive employees to repay all the benefits, perks and opportunities offered to them by the organization. This social norm i.e., the feelings to exchange caring for caring thus creates felt obligation among employees to return the favor to the organization (Eisenberger et al., 1986, 1990; Shore & Wayne, 1993). Implementing these processes should be fruitful both for the organizations (in the form of increased organizational effectiveness, high performance, high organizational commitment, lower intentions of leaving) and their serving employees (in the form of job satisfaction, positive attitude towards given tasks) (Arshadi, 2011).

It has been observed that providing perceived organizational support to the employees affects their general behavior. They tend to be more satisfied with their working environment and exhibit a positive attitude towards their subordinates as well as senior management. Perceived organizational support from senior management basically guarantee employees with timely rewards, fulfilment of their socio-economical needs and help from experts when needed (Rhoades & Eisenberger, 2002). Positive attitude of employees is associated with positive working environment and is typically observed in employees who are emotionally satisfied. This arises in employees who are provided with perceived organizational support (Eisenberger et al., 2001; cf. George & Brief, 1992; Eisenberger et al., 2001; cf. George & Brief, 1992).

One of the basis of perceived organizational support i.e. norm of reciprocity plays a vital role in increasing affective commitment of employees towards their organization. Since norm of reciprocity develops feelings of obligation to exchange caring as a result of caring, this helps in increasing affective commitment by satisfying employee needs (Foa & Foa, 1980; Armeli et al., 1998; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). When employees observe that their needs are being fulfilled, their relationship particularly with employers and organization as a whole becomes strong.

The effect of perceived organizational support has been observed to analyze the employee retention in any operational setting (Nye & Witt, 1993; Witt, 1991; Witt & Nye, 1992; Rhoades & Eisenberger, 2002). These studies adapted measuring scale proposed by Hrebiniak and Alutto (1972), in order to observe the impact on employee retention as a result of facilities provided to the workers in the form of high wages, incentives, moral support and friendly working environment (Rhoades & Eisenberger, 2002). The reality of sticking with an organization is directly related with the cost incurred by employees on resigning particular job. This concept forms the basis for continuance commitment of employees towards their organization.

2.2 Job Satisfaction

In any organization, job satisfaction is the extent to which a person feels contented regarding his or her job and the supervision. Over the past years, many researchers have defined job satisfaction. Emotions associated with job may vary from one individual to another. These feelings are termed as employee job satisfaction (Vroom, 1964; Raziq, Maulabakhsh, 2014). These feelings are combination of psychological, physiological

and environmental states by which employees confess that they are happy (Raziq, Maulabakhsh, 2014). This positive attitude towards work indicates that employees are satisfied with their respective jobs. Although it is individual perception of employees. However, it is highly affected by the work environment, job related experiences and the way management treats its employees.

Recently, it has been observed that senior management wants employees who are contented in their job environment and the ones who are practically experiencing less stress. Since a satisfied worker will be happy with his/her work and will thus be productive in nature. Those employees who are satisfied with jobs, believe that they are being treated fairly and their organizations care about their well-beings. This gives them a feel that since their organizations provide them with high pays, incentives, rewards and recognition, so they should also return positive attitude in the form of increased commitment and employee retention (Bakotić, 2016). A contended worker will be emotionally attached with the organization, developing a strong sense of "belonging" in which employees believe that organization's problems are their own. As a result they might be happily devoting extra time to their work, to ensure that organization is not suffering in any sense. A satisfied worker will help co-workers, juniors as well as seniors, if any obstacle hinders their work performance. An organization is lucky enough to have happy employees and is regarded to be a successful one (Bakotić, 2016). However, one thing is of great concern. Is it always the same case? It is proved by previous studies that a significant and positive relationship exists among employee's job satisfaction and organizational outcomes such as organizational performance and organizational success (Bakotić, 2016).

Ample literature exists, considering job satisfaction as uni-dimensional. However, some research scholars explained job satisfaction as multi-dimensional (Gil et al., 2008; Moorman, 1993; Organ and Near, 1985; Schmidt, 2007; Williams and Anderson, 1991; Huang et al., 2017). The first dimension being cognitive job satisfaction (CJS) and second being affective job satisfaction (AJS). The former deals with thinking while the latter addresses feeling of employees (Holland et al., 2011; Huang et al., 2017).

Job satisfaction being an important organizational outcome is one of the main topic of research. Previous studies expressed that for every organization it is necessary that job satisfaction or employee satisfaction exists. The effects of job satisfaction can be easily

observed in an organizational environment. It is observed that job satisfaction has a significant impact on organizational outcomes, turnover intention and absenteeism of employees (Ncede, 2013). Employees work attitude is the basis for employees' job satisfaction (Brayfield & Rothe, 1951; Bailey, Albassami & Al-Meshal, 2016). Job satisfaction is often taken for employee morale, however a slight difference exists, job satisfaction being an individual's perception about respective job and employee morale being broad term involves feelings, satisfaction from work place and attitude towards tasks.

The attitude of employees exhibited towards their work is governed by organizational characteristics, one of which is perceived organizational support (Islam & Ahmed, 2018). Previous literature explained that a significant increase in perceived organizational support results in increase in job satisfaction of employees in different firms like banking industries, healthcare etc. (García-Chas et al., 2016; Tsachouridi and Nikandrou, 2016; Islam et al., 2015; Islam & Ahmed, 2018). The fact is that providing perceived organizational support to the workers develops sense of felt-obligation and trust. This further is explained by Organizational Support Theory, which states that a reciprocating environment is created which guarantees care in return of care (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002; Islam & Ahmed, 2018).

Increase in employee job satisfaction means that there is considerable change in organizational values such as increase in job performance, increase in employee commitment towards their work, decrease in absenteeism and lower intentions of employees to leave their jobs (Viswesvaran, Deshpande & Joseph, 1998). The firm belief of employees that their organization is fair to them makes them more satisfied. The effect of support provided by the organization is that the employees trust their organization and that if they work hard and perform better then they will be honored by the organization.

It is observed that positive association exists between perceived support from top management and the satisfaction of employees with their respective jobs (Viswesvaran, Deshpande & Joseph, 1998). When employees receive support, be it moral support or practical one, they develop association with their working environment. In this way, they are highly motivated towards their assigned tasks. Employees mostly consider the support provided by employer as testament of motivation and commitment towards

them (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995; Aube, Rousseau & Morin, 2007).

Increase in workload and work place stress are key indicators suggesting that dissatisfaction exists in an organization. This dissatisfaction results in employee turnover intention (Tariq et al., 2013; Raziq, Maulabakhsh, 2014). However mutual communication and friendly environment within an organization can enhance employee-employer relationship by practicing supervisor support, co-worker support, and entire organizational support. Thus organizations should prefer human to human interactions in working environment to observe high profits and increase performance of employees (Raziq, Maulabakhsh, 2014).

2.3 Employee Commitment

Due to abundant research done on employee commitment, a lot of definitions exist. One possible reason is that commitment is recognized as one of the main factor in determining work behaviors of employees within organizational environment (Meyer et al., 2002; Meyer and Herscovitch, 2001; Mowday et al., 1979; Yahaya & Ebrahim, 2016). Employee commitment refers to individual's feeling that creates a binding force of involvement towards respective organization (Allen & Meyer, 1990). The concept of employee commitment is multidimensional i.e., it involves employees' loyalty, urge to complete assigned task, maintaining their reputation within firm and extent of achieving goals. Thus employee commitment acts as a psychological bond between employee and organization (Mowday et al., 1982; Chai, Hwang & Joo, 2017). If senior management of an organization is cooperative enough to provide support then the employees continuously try to improve their work which results in positive feedback and encouragement from manager, development of new skills and ability to solve work related problems efficiently.

Receiving support from organization and employee commitment can be explained under the concept of social exchange theory. It has been observed that in an employer-employee relationship, whenever employer values the contributions of employees, this creates feelings of recognition and obligation in employees (Tyler & Blader, 2003; Malik, Kazmi & Nadeem, 2016). The social and emotional needs of employees are fulfilled when they receive appreciation for a job well done.

Every individual wants appraisal, be it increase in wages, promotion in particular department, and training of new skillset. When an organization provides assistance to its employees in this manner, they built trust in their organization and considers their organization to treat each individual with justice. This increases quality of their relationship with top management (Chen, Aryee & Lee, 2005; Cheung, 2000; Malik, Kazmi & Nadeem, 2016). Accordingly a positive environment is created where employees work more efficiently and are more affectively committed to their organization (Rhoades et al., 2001). Working in a supportive organization lower the intentions of employees to leave (Kim, Leong & Lee, 2005).

As proposed by Allen and Meyer (1990), employee commitment is originally a three-component model containing affective commitment, normative commitment and continuance commitment. The first component of model i.e. affective commitment refers to the emotional attachment and dedication of employees towards their organization (Allen & Meyer, 1990; Malik, Kazmi & Nadeem, 2016). This dedication increases the desire of employees to remain stick and attached with the organization (Rhoades, Eisenberger & Armeli, 2001; Malik, Kazmi & Nadeem, 2016). The second component of the model i.e. normative commitment revolves around employee loyalty and felt-obligation. It ensure employees to do things in a manner that is right (Allen & Meyer, 1991; Malik, Kazmi & Nadeem, 2016). The third and the last component of model is continuance commitment deals with the cost incurred by employee in leaving respective job.

Prior studies observed the relationship between normative commitment and perceived organizational support (Meyer, Stanley, Herscovitch & Topolnytsky, 2002, Malik, Kazmi & Nadeem, 2016). Their correlation is expressed taking in consideration the norm of reciprocity, which explains that every individual feels obliged to return back the favor. This can occur both in personal life as well as in organizational environment. From organizational view point, this enhances employer-employee relationship. A supportive manger is expected to be helping in nature, making the employees feel obliged to return the favor. These employees are satisfied with their jobs, and are more loyal to their organization, which can be shown from the overall organizational performance (Aubé et al., 2007; Malik, Kazmi & Nadeem, 2016).

Support provided to the employees strengthen their affective commitment towards organization. Employees receiving high perceived organizational support express strong feelings of emotional attachment towards their firm. The emotional attachment causes feelings of association and loyalty. A loyal employee is thus appreciated for high performance in the form of incentives, rewards, high pay package and promotion (Eisenberger, Fasolo & LaMastro, 1990).

The concept of continuance commitment is slightly different from that of affective commitment and normative commitment. Employees automatically develop the feelings of serving their organization, neither because of normative commitment i.e., feeling obliged to do so, nor due to affective commitment i.e., emotional feelings towards respective organization.

2.4 Turnover Intention

Previous research studies highlight the fact that employees who dislike their jobs ultimately leave their organizations which leads in withdrawal. This withdrawal can be both, temporary as well as permanent (Saal & Knight: 1988; Ncede, 2013). Three different forms of withdrawal exist in any firms: absenteeism, turnover and arriving late (Ncede, 2013).

An individual's intent of leaving an organization is termed as turnover intention (Hofaidhllaoui et al., 2014). This has become a serious issue for organization. The intentions to leave can be either involuntary or voluntary. As the name suggest, involuntary turnover occurs when the top management is not satisfied with the performance of particular employees and ultimately plans to fire them. However, voluntary turnover occurs as per willingness of employees to leave the organization so that they can avail another better opportunity. Thus voluntary turnover is initiated by the people working in the organization and involuntary turnover is initiated by the organization itself. In both situations organizations bear cost of recruitment, selection and replacement (Saeed et al., 2014). Similarly quitting of employees from their jobs affects the overall efficiency and performance of organization. However it depends on the scenarios of quitting. If day to day performance of employees decreases, organizations fire those employees and hire new productive ones. Thus in some situations minor turnover by organization is adopted (Grobler et al, 2005; Saeed et al., 2014).

An employee's willingness to leave place of work intentionally is referred as turnover intention (Sablynski, Lee, Mitchell, Burton & Holtom, 2002; Vigoda-Gadot & Ben-Zion, 2004; Ncede, 2013). This process of turnover is further categorized in three divisions; namely psychological turnover, cognitive turnover and behavioral turnover (Takase, 2009; Ncede, 2013).

The first form i.e. psychological turnover is basically the kick start or the starting point from where feelings to leave any workplace arises. This generally arise due to dissatisfaction and workplace stress which creates negative image of the employers among the employees, ultimately resulting in feelings for withdrawal reactions. These feelings includes negative attitudes, frustration, annoyance and anger within organization's staff (Houkes et al., 2003; Vigoda-Gadot & Ben-Zion, 2004; Ncede, 2013).

The second form i.e. cognitive turnover is the main point or the central part of turnover intention unlike psychological turnover which is the starting point (Chang, Du & Huang, 2006; Ncede, 2013). In short, cognitive turnover is the main step that results in actual turnover of employees (Bigliardi, Petroni & Dormio, 2005; Hang-yue, Foley & Loi, 2005; Lambert, Hogan & Barton, 2001; Ncede, 2013). The term cognitive turnover has further two sub dimensions; first is the word "intention" and second is a preposition "to". "Intention" here means a keen pulsating desire, a thought (Dick et al., 2004; Chiu, Chien, Lin & Hsiao, 2005; Castle, Engberg, Anderson, & Men, 2007; Ncede, 2013) which is imaginary in nature (Allen, Weeks & Moffitt, 2005; Ncede, 2013), but can actually lead to turnover of employees.

The third and the last form is behavioral turnover. This form is further being categorized in two sub-components; first one is leaving the current job and second one is thinking of other opportunities (Takase, 2009; Ncede, 2013). The withdrawal turnover comprises of both verbal and behavioral aspects. The verbal withdrawal consists of all those expressions, thoughts and feelings to leave the current job (Freund, 2005; Ncede, 2013). The behavioral withdrawal results in least interest towards assigned tasks, absenteeism, thinking of other opportunities, arriving late as compared to office timings (Chiu et al., 2005 & Susskind, 2007; Harris, Kacmar, & Witt, 2005; Ncede, 2013).These behaviors exhibited from employees result in actual urge to seek for another job alternatives (Geurts et al., 2007; Ncede, 2013).

The relation between perceived organizational support and turnover intention can be explained by theories supporting the fact that support should be provided in any workplace. According to norm of reciprocity, increase in support provided to the employees increase feelings of obligation towards organization. This feelings makes the employees believe that their efforts will be rewarded. These individuals are less likely to seek out another job in alternative organizations. High social contact and less communication gap between employee and employer is important in an organization. The perceptions of employees that organization is satisfied with their performance is increased by providing high perceived organizational support. High support provided to employees decreases turnover intention (Tuzun & Kalemci, 2012).

Studies indicate that job dissatisfaction is a key factor of turnover intention (Ncede, 2013) i.e., there exists an association between the two. If job satisfaction is low, turnover intention is comparatively high (Saeed et al., 2014). Increase in intentions to leave organization often encourages employees to seek for other jobs, which if successful may cause turnover. It is not necessary that job satisfaction results in 0% turnover, however it does appear to contribute in its reduction (Luthans, 1995; Ncede, 2013).

The main reasons for turnover to occur might include a solid start point from any sort of unsatisfactory outcome, job dissatisfaction and feelings of not being treated well (Daly and Dee, 2006; Suifan, Diab & Adallah, 2017). Prior studies indicated that when employees are being treated with justice, they become more satisfied and their commitment towards their assigned tasks and organization as a whole increases. These factors ultimately develops a strong bond between employees and their workplace which decreases their intentions to leave their organization (Suifan, Diab & Adallah, 2017).

The intentions of employees to leave their organization affects its performance i.e., the way of completing assigned task and achieving organizational goals. This lowers the innovation level and organizational success and can have a negative effect on the remaining employees which results in lack of interest in their jobs. Many theories hypothesize that people who dislike their jobs will avoid them, either permanently by quitting or temporarily by being absent or coming late. The intention to leave organization is also related with the quality of employee's relationship with the

organization. According to theory of organizational equilibrium two independent forces that cause turnover to increase exist; namely less job satisfaction and external job opportunities (March & Simon, 1958; Hofaidhllaoui et al., 2014).

General theory of planned withdrawal behavior states usually turnover intention is measured as compared to the actual turnover of employees (Francesco, 2002; Ncede, 2013). Studies show that since behavioral intention acts as starting point of turnover, it is thus regarded as a primary forecaster of actual turnover. Many factors are responsible in creating job dissatisfaction among employees which results in high turnover intention. However, providing support to workers leads to job satisfaction resulting in emotional attachment towards organization thus less turnover.

As a result, the following predictions were made in this study:

H1: Perceived organizational support will have a positive and significant relationship with employee job satisfaction.
H2: Perceived organizational support will have a positive and significant association with employee commitment.
H3: Perceived organizational support will have a negative and significant correlation with turnover intention of employees.
H4: Job satisfaction will mediate the relationship of perceived organizational support with employee commitment.
H5: Job satisfaction will mediate the relationship of perceived organizational support with turnover intention.

2.5 Theoretical Framework

The study was directed by the researcher's conceptual framework according to which perceived organizational support acted as an independent variable, job satisfaction which is employees feeling about their work as mediating variable and both employee commitment and intention of employees to leave organization as dependent variables (See Fig No.2.1).

Figure 2.1 Theoretical Framework
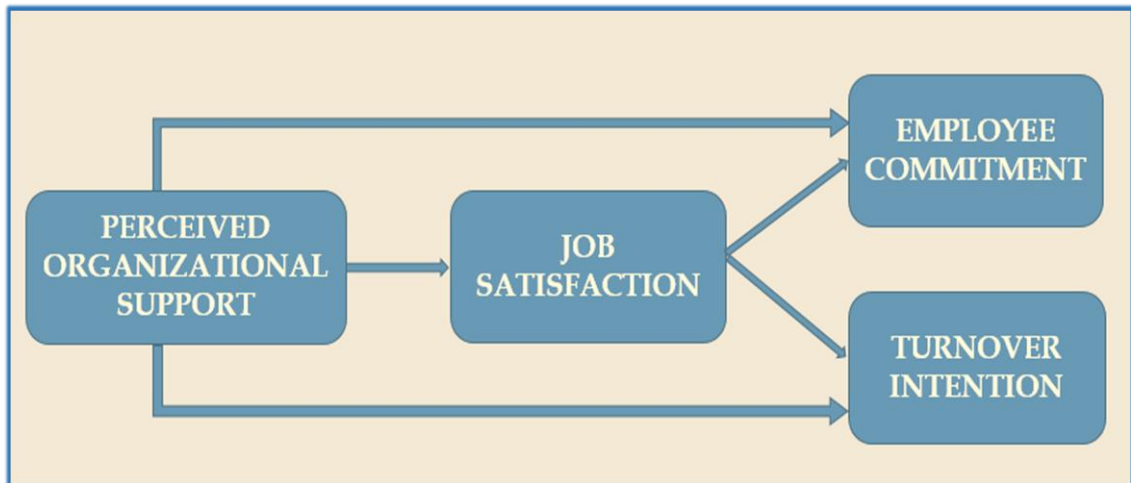
2.6 Theoretical Basis for Framework

2.6.1 Theoretical Basis for Perceived Organizational Support

Perceived organizational support influences behavior of employees towards their organization in a strong manner. It is governed by three vast concepts i.e., organizational support theory, social exchange theory and the norm of reciprocity. Organizational support theory was presented by Eisenberger, Huntington, Hutchinson and Sowa in 1986. According to organizational support theory employees consider employer's behavior as that of the organization itself. They thus symbolize organizations to be responsible for each and every regulated policy and procedure. Based on this personification, employees develop assumptions that whether their organization treat them fairly or not (Rhoades & Eisenberger, 2002; Ncede, 2013). According to Blau (1964), social exchange theory explains the fact that within an organization, a series of mutual interactions exist between employee and employer that creates feelings of obligation. The factors that cause increase in perceived organizational support include compensation and rewards, honorarium, incentives, pay benefits, promotions, job enrichment and more human to human interaction. The norm of reciprocity states that it is in human nature when one person does a favor, the latter feels obliged to return it (Eisenberger et al., 1990; Shore & Wayne, 1993). In an organizational setting, this helps in creating a friendly environment in which employees are satisfied and committed towards their jobs, exhibiting increase in job performance and are less likely to leave their organizations (Eisenberger et al., 2001; Arshadi, 2011; Witt & Carlson, 2006; Maertz, Griffeth, Campbell & Allen, 2007; Ncede, 2013).

2.6.2 Theoretical Basis for Job Satisfaction

Lack of communication in a working environment creates job dissatisfaction among employees (Gliem & Gliem, 2001; Riaz & Ramay, 2010). The increase in communication gap affects satisfaction of employees. The satisfied workers are more motivated towards their assigned tasks and intentions to leave their organization are less (Ricke-Kiely, 2006; Riaz & Ramay, 2010). Mullins (1996) suggested that employees who are motivated towards their job are more satisfied. The Maslow's theory of 1954 and Herzberg's theory of 1959 suggest that motivating elements such as pay and benefits, compensation and rewards, recognition and career development, need to be fulfilled in order to obtain satisfied workers. A detailed study targeting employee job satisfaction was discussed by Hopkins & Vaden Model (1979) based on the fact that a satisfied worker is ultimately a high performer.

2.6.3 Theoretical Basis for Employee Commitment

Meyer and Allen (1997) proposed a three component model for organizational commitment of employees' namely affective commitment, continuance commitment and normative commitment. These three components play a vital role in defining psychological satisfaction and involvement of employees with their respective organization (Alhaji & Yusoff, 2012).

- The first component i.e. affective commitment deals with physical attachment of employees towards their organization.
- The second component i.e. continuance commitment deals with the cost incurred in case an employee leaves his/her job.
- The last component i.e. normative commitment deals with felt obligation developed in employees which persuade them to remain stick with their current job.

A study conducted by Rhoades and Eisenberger (2002) suggested that a strong positive correlation exists between perceived organizational support and employee commitment.

2.6.4 Theoretical Basis for Turnover Intention

Turnover intention revolves around theory of motivation according to which senior management should satisfy basic needs, be it psychological needs or respect needs or emotional needs or welfare needs or self-actualization needs, to retain the working staff. Psychological needs mean providing sufficient pay so that basic needs are satisfied i.e.,

water, air, food and sleep. Respect need is related to one's self-respect and self-esteem. Emotional needs can be provided via support, increase in communication and by establishing a friendly employee-employer relationship. Welfare needs can be satisfied by providing safety, job security and medical allowances. Self-actualization needs can be satisfied by giving opportunities to employees so that they justify their talents and skills (Ramadhani, 2014). Fulfilment of these needs will ultimately results in less turnover of employees.

3. RESEARCH METHODOLOGY

3.1 Sampling Design and Procedure

The predicted hypotheses were tested by using a calculated sample of 247 employees working in different engineering firms of Islamabad/Rawalpindi Pakistan. Originally 280 questionnaires were distributed among the employees out of which 250 completely filled were selected for the research purpose, which makes a health response rate of approximately 89.29%. The study implied non-probability convenience sampling technique in order to gather data from the respondents. The other name for convenience sampling is availability sampling, since the members of the population were conveniently available to provide it (Saunders, 2012). The target sample population for the study was engineering firms of Pakistan specifically electrical and electronics manufacturing firms of Islamabad/Rawalpindi.

3.1.1   Sample Frame

Total number of electrical and electronics manufacturing firms in Islamabad/Rawalpindi are 23 out of which 18 are located in Islamabad and 5 are in Rawalpindi. The questionnaires were distributed among 18 firms mentioned below.

Table 1: Sample Frame

Name	Number of Employees	Number of Filled Questionnaire
Pak Agro Tech	20	10
Greaves Pakistan	200	25
Hi-Tech Engineering and Manufacturing Complex (HEMCO)	12	5
Professional Engineering Creatives & Solutions	20	5
Lotia Engineering	5	3
Anzen Pvt Ltd.	10	7
Canis Technology Solutions	20	10
Sky Electric (Pvt) Ltd.	82	25
Shibli Electronics	80	25

ATS Engineering	30	10
Solace Engineers	20	10
Elektro Control Industries (Pvt) Ltd.	8040	20
MIA Group of Companies (Pvt) Ltd.	800	40
Powertech Switchgear Services	50	15
RWR (Pvt) Ltd.	45	15
Zeeshan Electronics	15	5
Electrech (Pvt) Ltd.	35	10
Iman Group of Companies	30	10

3.2 Design of the Instrument

Based on cross-sectional design, primary data was collected using questionnaire survey i.e., quantitative research. Primary data is basically the first hand information about the desired variables which can be obtained by respondents via different methods like distributing questionnaires, focus groups or performing any sort of experiment. Quantitative methods are usually preferred over qualitative methods. The obvious reason behind this is that quantitative research targets large population at same time for analysis purpose. The questionnaire comprises of two sections, demographic section and variable section. The demographics of the respondents include age, gender, highest qualification, designation in respective organization, working tenure, and the variable section includes perceived organizational support, job satisfaction, employee commitment and turnover intention. The undergoing study used deductive approach because of a conceptual framework which was subsequently tested using data gathered from engineering firms.

Eisenberger et al (2002) modified the originally formulated 36-item scale for perceived organizational support several times. Perceived organizational support was measured by a short version of eight item scale developed by Eisenberger et al., (1997). Originally it covered the aspect of organizational support and supervisor support i.e., first considering organization and then supervisor. Undergoing study considered the aspect of perceived organizational support only, in engineering environment.

For employee commitment, the study considered all three components i.e., affective commitment, continuance commitment and normative commitment. Allen and Meyer (1990) developed a three component model for employee commitment. Later the scale was refined and revised after testing the multidimensional model (Allen, Meyer & Smith, 1993).

The turnover intention scale used was a six item scale adapted by Roodt (2004) from his unpublished fifteen item turnover intention scale as a measure for calculating employees' intentions of either staying with or leaving an organization. This was validated by Giffen (2015).

The job satisfaction was operationalized via ten items from Macdonald and MacIntyre (1997). The scale emphasized on the employee's feelings or responses towards aspects of their jobs. Their scale is applicable in different occupations and job environments (Bailey, Albassami & Al-Meshal, 2016).

In order to collect the data, a scale of measurement was selected in which quantifying the variables is required. For the first section i.e. demographics section, both nominal as well as ordinal scale was used. Nominal scale was used in selection of gender, qualification and designation of employees. However, ordinal scale was implied in gathering information about age of respondents and their job tenure in respective organizations.

For the second section i.e. variable section, responses to all items scales were anchored on a five (5) point Likert scale for each statement, ranging from (1) "strongly disagree," (2) for "disagree," (3) for "neutral," (4) for "agree," and (5) for "strongly agree."

4. RESULTS AND FINDINGS

The undergoing research thoroughly explains the linear relationship between variables and their significance. The data analysis was carried out using software known as Statistical Package for Social Sciences (SPSS) version 20. To check the role of mediator, modeling tool was used in SPSS known as The PORCESS Macro which was described by Andrew Hayes in 2013. The analysis section of this research includes; for demographic section: descriptive statistics and for variable section: reliability analysis, Pearson correlation, linear regression analysis and multiple regression using PROCESS.

4.1 Descriptive Statistics

The information about demographic statistics is shown in Table 1. The first one was age group of respondents. It is depicted by descriptive analysis that total of 250 respondents filled the questionnaire, the occurrence was that 129 respondents were between age group 20-30 years making a percentage of 51.6%. Respondents between age group 31-40 were 104 which makes a percentage of 41.6%. Between 41-50 years age group, respondents were 14 only making a percentage of 5.6%. Above 51 years only 3 respondents filled the questionnaires with a percentage of mere 1.2%. Second was the statistics about the gender of respondents. Out of 250 filled questionnaires, 206 were filled by males and 44 are filled by females making a percentage of 82.4% and 17.6% respectively. Third was the statistics about the qualification of respondents. The Bachelor's degree holder were 120 out of 250 making a percentage of 48.0%. Employees having masters or PhD degree were 130 with a percentage of 52.0%. Fourth was the statistics about the designation of employees who filled out the questionnaires. Out of these employees 46 were staff workers, 20 employees were serving either as C.E.O. or General Manager or Senior Manager and 184 employees were either Assistant Manager or Officer or Supervisor making a percentage of 18.4%, 8.0% and 73.6% respectively. Lastly it showed statistics about the tenure of respondents in years. For employees having a tenure of 3 years or less were 111 with a percentage of 44.4%. The employees having tenure of 4-6 years were 97 with a percentage of 38.8%. With a tenure of 7-9 years the respondents were 31 with a percentage of 12.4%. Finally for a tenure above 10 years, employee were only 11 with a percentage of 4.4%.

Table 2: Descriptive Statistics

Variable	Category	Frequency	Percentage	Cumulative Percentage
Age (years)	20 – 30	129	51.6	51.6
	31 - 40	104	41.6	93.2
	41 - 50	14	5.6	98.8
	Above 51	3	1.2	100
Gender	Male	206	82.4	82.4
	Female	44	17.6	100
	Intermediate	0	0.0	0.0
Qualification	Undergraduate	120	48.0	48.0
	Graduate or above	130	52.0	100
	Staff Worker	46	18.4	18.4
Designation	C.E.O. / General Manager / Senior Manager	20	8.0	26.4
	Manager / Assistant Manager / Officer / Supervisor	184	73.6	100
Tenure (years)	3 or less	111	44.4	44.4
	4 – 6	97	38.8	83.2
	7 - 9	31	12.4	95.6
	Above 10	11	4.4	100
	Total	250	100	

4.2 Reliability Analysis of variables

To check the consistency reliability, the value of Cronbach's alpha was observed. It basically tells us about the reliability of responses towards each item scale (Sekaran & Bougie, 2010). The reliability analysis of independent, mediator and dependent variables is shown in Table 2, Table 3, Table 4 and Table 5. Table 2 shows reliability analysis of independent variable i.e. perceived organizational support. It should be noted that for perceived organizational support, the calculated Cronbach's alpha was 0.879. The acceptable ranges of Cronbach's alpha is 0.6-1, below this range the values are not considered reliable (Sekaran & Bougie, 2010). The each value of Cronbach's alpha if item deleted was less than 0.879 indicating the fact that every item should be included, otherwise the value of Cronbach's alpha will become less.

Table 3: Reliability Analysis of POS

Variable	Cronbach's Alpha	Number of Items	Items	Cronbach's Alpha If Item Deleted
Perceived Organizational Support	0.879	8	POS 1	0.865
			POS 2	0.859
			POS 3	0.860
			POS 4	0.859
			POS 5	0.870
			POS 6	0.872
			POS 7	0.865
			POS 8	0.862

Table 3 shows reliability analysis of mediator i.e. job satisfaction. It should be noted that for job satisfaction, the calculated Cronbach's alpha was 0.891 which was greater than the acceptable range of 0.7. The each value of Cronbach's alpha if item deleted was less than 0.891 indicating the fact that every item should be included.

Table 4: Reliability Analysis of JS

Variable	Cronbach's Alpha	Number of Items	Items	Cronbach's Alpha If Item Deleted
Job Satisfaction	0.891	10	JS 1	0.887
			JS 2	0.885
			JS 3	0.885
			JS 4	0.881
			JS 5	0.873
			JS 6	0.874
			JS 7	0.880
			JS 8	0.880
			JS 9	0.879
			JS 10	0.879

Table 4 shows reliability analysis of first dependent variable i.e. employee commitment. It should be noted that for employee commitment, the calculated Cronbach's alpha was 0.907 which was greater than the acceptable range of 0.7. The each value of Cronbach's alpha if item deleted was less than 0.907 indicating the fact that every item should be included.

Table 5: Reliability Analysis of EC

Variable	Cronbach's Alpha	Number of Items	Items	Cronbach's Alpha If Item Deleted	Items	Cronbach's Alpha If Item Deleted
			EC 1	0.902	EC 10	0.903
			EC 2	0.904	EC 11	0.898
			EC 3	0.903	EC 12	0.899
			EC 4	0.902	EC 13	0.901
Employee Commitment	0.907	18	EC 5	0.899	EC 14	0.904
			EC 6	0.898	EC 15	0.904
			EC 7	0.902	EC 16	0.904
			EC 8	0.904	EC 17	0.901
			EC 9	0.903	EC 18	0.901

Table 5 shows reliability analysis of second independent variable i.e. turnover intention. It should be noted that for turnover intention, the calculated Cronbach's alpha is 0.954 which is greater than the acceptable range of 0.7. The each value of Cronbach's alpha if item deleted is less than 0.954 indicating the fact that every item should be included.

Table 6: Reliability Analysis of TI

Variable	Cronbach's Alpha	Number of Items	Items	Cronbach's Alpha If Item Deleted
			TI 1	0.947
			TI 2	0.948
Turnover Intention	0.954	6	TI 3	0.941
			TI 4	0.945
			TI 5	0.946
			TI 6	0.941

4.3 Correlations between Variables

Pearson Correlation gives linear relationship, direction as well as strength of relationship between independent and dependent variables of the study. The critical range of correlation lies between -1 to +1. Table 6 shows that there existed a positive (r=0.625**) and significant (p<0.01) correlation between Perceived Organizational support and Job Satisfaction which supports the first hypothesis of the study. For Perceived Organizational Support and Employee commitment a positive and significant

relationship existed (r= +0.518**, p<0.01), supporting the second hypothesis of the study. For the relationship of Perceived Organizational Support with Turnover Intention third hypothesis holds i.e., a negative and significant relationship exists between these variables as (r= - 0.515**, p<0.01). Between Job Satisfaction and Employee commitment a positive and significant association was observed as p<0.01 and r= +0.529**. For Job Satisfaction and Turnover Intention a negative and significant relationship is present since r= - 0.526** and p<0.01.

Table 7: Pearson Correlation Analysis

	Perceived Organizational Support	Job Satisfaction	Employee Commitment	Turnover Intention
Perceived Organizational Support	1			
Job Satisfaction	0.625**	1		
Employee Commitment	0.518**	0.529**	1	
Turnover Intention	-0.515**	-0.526**	-0.385**	1

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

4.4 Regression Analysis

To justify the proposed model and so the hypotheses, multiple regression was conducted.

4.4.1 Baron and Kenny's Mediation Analysis

Baron and Kenny's four step approach (1986) was applied in order to test the predicted hypotheses. These four steps are: first is to check that whether independent variable significantly affects the dependent variable or not; second is to check whether independent variable affects the mediating variable or not; third is to check whether mediator significantly predicts the dependent variable or not; and fourth is to consider both the independent variable and the mediator, in order to check whether they both significantly affects the independent variable or not (Zhao et al., 2010; Suifan, Diab & Adallah, 2017). Full mediation is observed if the significant relationship obtained in first step becomes insignificant in the last step. However, partial mediation is observed when the effect is slightly reduced but is still significant (Suifan, Diab & Adallah, 2017). The influence of independent variable on dependent variable was observed by noticing the value as well as sign of beta coefficient (β). A positive sign indicates that

for one unit increase in independent variable (IV) i.e. predictor, the dependent variable (DV) will increase beta times. Similarly a negative sign indicates that for one unit increase in independent variable, the dependent variable will decrease beta times.

Table 7 shows the regression analysis performed to check the relationship of IV i.e. perceived organizational support with DVs i.e. employee commitment and turnover intention. It was noticed that for employee commitment a positive beta coefficient of 0.518 was obtained which showed that for a unit increase in perceived organizational support, employee commitment was increased by 51.8%. For turnover intention, beta coefficient obtained was -0.515 which indicated that for one unit increase in perceived organizational support, turnover intention was decreased by 51.5%. In both of these case the relationship was however significant at 0.000.

Table 8: Regression Analysis between IV and DVs (Step 1)

Model	Unstandardized Coefficients		Standardized Coefficient	Sig.
	B	Std.Error	Beta	
Dependent Variable: EC				
POS (IV)	0.335	0.035	0.518	0.000
Dependent variable: TI				
POS (IV)	-0.726	0.077	-0.515	0.000

Table 8 shows the second step of Baron and Kenny's Approach (1986), by observing the regression analysis between predictor i.e. perceived organizational support and mediator i.e. job satisfaction. It can be noticed that the standardized coefficient beta has a value of 0.625, depicting that for a unit increase in perceived organizational support, job satisfaction was increased by 62.5%. The relationship between both variables was highly significant since the significance value was 0.000.

Table 9: Regression Analysis between IV and MV (Step 2)

Model	Unstandardized Coefficients		Standardized Coefficient	Sig.
	B	Std.Error	Beta	
Mediating Variable: JS				
POS (IV)	0.572	0.045	0.625	0.000

The third step which explains the relationship between mediator i.e. job satisfaction and dependent variable i.e. employee commitment and turnover intention is shown in Table

9. For employee commitment, the beta coefficient was positive with a magnitude of 0.529. This means for a unit increase in job satisfaction, employee commitment was increased by 52.9%. However, the beta coefficient for turnover intention was negative with a magnitude of 0.526, explaining the fact that a unit increase in employee job satisfaction, made them more contended with their jobs and their intentions to leave organization was decreased by 52.6%. Both the dependent variables had significant relationship with mediator at a value of 0.000.

Table 10: Regression Analysis between MV and DVs (Step 3)

Model	Unstandardized Coefficients		Standardized Coefficient	Sig.
	B	Std.Error	Beta	
Dependent Variable: EC				
JS (IV)	0.375	0.038	0.529	0.000
Dependent Variable: TI				
JS (IV)	-0.811	0.083	-0.526	0.000

The fourth and the last step deals with independent variable, mediator and dependent variable. Table 10 shows this scenario in which job satisfaction was treated as independent variable along with perceived organizational support.

Table 11: Regression Analysis between IVs and DV (Step 4)

Model	Unstandardized Coefficients		Standardized Coefficient	Sig.
	B	Std.Error	Beta	
Dependent Variable: EC				
POS (IV)	0.198	0.043	0.306	0.000
JS (IV)	0.239	0.047	0.338	0.000
Dependent Variable: TI				
POS (IV)	-0.430	0.094	-0.305	0.000
JS (IV)	-0.517	0.103	-0.335	0.000

For complete mediation to be observed, the effect in step 4 is to be zero and insignificant. For partial mediation this condition is not achieved and beta coefficient is slightly less than that observed for first step. Thus job satisfaction partially mediated the association between perceived organizational support and employee commitment. Also for turnover intention, job satisfaction partially mediated its relationship with perceived organizational support. Putting it simple, job satisfaction acted as a pathway

between perceived organizational support and employee commitment and between perceived organizational support and turnover intention.

4.5 PROCESS Macro Hayes

In order to analyze the mediation effect of job satisfaction between the relationships of dependent variables i.e. employee commitment and turnover intention and independent variable i.e. perceived organizational support, the study implied PROCESS developed by Hayes (2013). For single mediator, the template to be selected was Model 4 (See Appendix II).

4.5.1 Simple Mediation Analysis

If only one mediator exists in any mediation model then it is termed as simple mediation. In order to analyze the mediating effect of job satisfaction on the relationship between perceived organizational support and employee commitment, perceived organizational support was placed in the box of Independent Variable (X). The dependent variable i.e. employee commitment was placed in box of Outcome variable (Y) and the mediator i.e. job satisfaction was placed in Mediator Variable (M). This gave information about both direct effect as well as indirect effect.

Figure 4.1 Simple Mediation Analysis for Perceived Organizational Support, Job Satisfaction and Employee Commitment
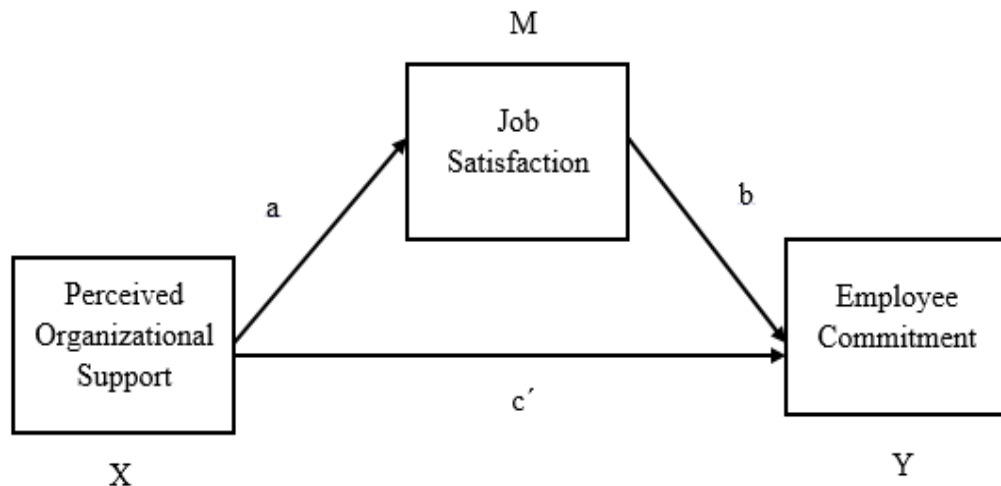
Table 12: Simple Mediation Analysis for EC

Direct Effect of POS on EC		
0.1983		0.000
Indirect Effect of POS on EC		
	Effect	BootLLCI	BootULCI
Job Satisfaction	0.1367	0.0653	0.2268

It can be noted that effect of X on Y in presence of mediator was decreased, showing that Job Satisfaction in this case acted as partial mediator since the significance level was still high. Also to conclude that there existed a significant mediation effect, the zero value should not be included in between the confidence intervals (CI) of bootstrap (Hayes & Preacher, 2010). The bootstrap sample selected in this case is 5,000.

Bootstrapping methods are accessible both in SEM as well as in PROCESS (Cheung, 2007; Lockwood & MacKinnon, 1998; Preacher & Hayes, 2004, 2008; Preacher, Rucker, & Hayes, 2007; Shrout & Bolger, 2002; Hayes & Preacher, 2010). In this case the lower limit of bootstrap was BootLLCI= 0.0653 and the upper limit of bootstrap was BootULCI=0.2268, thus there was a significant mediation effect of job satisfaction between the relationship of perceived organizational support and employee commitment (Hayes & Preacher, 2010).

The strength of mediation is also determined by value of variance accounted for (VAF). If VAF<20%, it means no mediation is present, for value between 20%-80%, partial mediation is observed and full mediation is observed when VAF>80% (Hair et al., 2014; Hadi, Abdullah & Sentosa, 2016).

To calculate VAF; {Source: (Hadi, Abdullah & Sentosa, 2016)}

$$VAF = \frac{Indirect\ Effect}{Total\ Effect}$$

$$Total\ Effect = Direct\ Effect + Indirect\ Effect$$

$$Total\ Effect = 0.1983 + 0.1367$$

$$Total\ Effect = 0.335$$

$$VAF = \frac{0.1367}{0.335}$$

$$VAF = 40.8\ \%$$

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The calculated value of VAF lies in between 20% to 80%, thus job satisfaction acts as partial mediator between perceived organizational support and employee commitment.

For the mediating effect of job satisfaction in the relationship of perceived organizational support on turnover intention, perceived organizational support was placed in box of Independent Variable (X), mediator job satisfaction in Mediator Variable (M) and turnover intention in Outcome Variable box (Y).

Figure 4.2 Simple Mediation Analysis for Perceived Organizational Support, Job Satisfaction and Turnover Intention
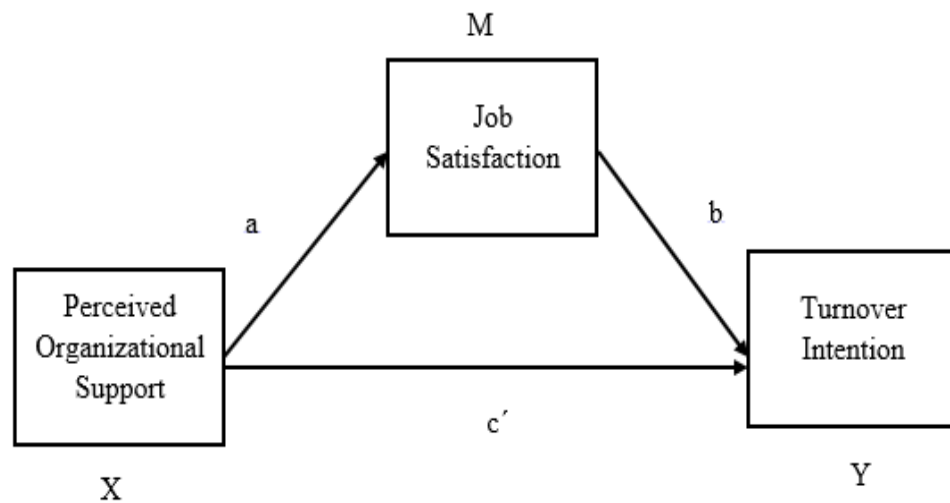

Table 13: Simple Mediation Analysis for TI

Direct Effect of POS on TI		
Effect	P	
-0.4302	0.000	
Indirect Effect of POS on TI		
	Effect	BootLLCI	BootULCI
Job Satisfaction	- 0.2955	- 0.4198	- 0.1891

It can be noted that effect of X on Y in presence of mediator was decreased, showing that job satisfaction in this case acted as partial mediator since the significance level was still high. In this case lower limit of bootstrap was BootLLCI= - 0.4198 and the upper limit of bootstrap was BootULCI= - 0.1891, i.e. zero doesn't existed in between this range. Thus there was a significant mediation effect of job satisfaction between the relationship of perceived organizational support and turnover intention.

VAF in this case was calculated as:

$$VAF = \frac{0.2955}{0.2955 + 0.4302}$$

$$VAF = \frac{0.2955}{0.7257}$$

$$VAF = 40.7\%$$

Since this value lies in range of partial mediation i.e., 20% to 80%, thus job satisfaction acts as partial mediator in between perceived organizational support and turnover intention (Hair et al., 2014; Hadi, Abdullah & Sentosa, 2016).

5. DISCUSSION AND CONCLUSION

5.1 Discussion

The purpose of conducting this study was to determine the impact of perceived organizational support on employee commitment and turnover intention with mediating effect of employee job satisfaction in engineering firms specifically electrical and electronics manufacturing firms of Islamabad and Rawalpindi. The research considered perceived organizational support as an independent variable, employee job satisfaction as an intervening variable i.e. a mediator, and both employee commitment and turnover intention as dependent variables.

Each hypotheses along with their results are explained below. The first hypothesis of study was:

H1: Perceived organizational support has a positive and significant relationship with employee job satisfaction.

Hypotheses were proved using a series of tests performed in SPSS and PROCESS. The correlation bivariate test resulted in a significant association between support provided by organization and job satisfaction of employees i.e. a value of 0.625** was obtained. Likewise Ramadhani (2015) also found a significant relationship between organizational support and employee satisfaction. Variance of 39.1% was observed by perceived organizational support on employee job satisfaction with a significant value of 0.000. Hence regression analysis also confirmed the fact that perceived organizational support has a positive as well as significant relationship with job satisfaction of employees.

This study was supported by the fact that perceived organizational support is believed to have positive effects on job outcomes (Ahmed et al., 2011). When employees do not receive any sort of support from employers, they experience stress and nervousness towards assigned tasks. This may leads to chronic stress (Brewin et al., 2000, Ahmed et al., 2011). Opposite case is observed when employees receive social support from their management, they become contended with their workplace and enjoy their work. This concept is basically related with Blau's social exchange theory that employees who receive support from their team leads and co-workers try to reciprocate the favor given to them. Thus they are happy and satisfied with their jobs (Ahmed et al., 2011).

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So in light of above mentioned facts of previous researchers, first hypothesis is accepted.

The second hypothesis of study was:

H2: Perceived organizational support has a positive and significant association with employee commitment.

Perceived organizational support strengthens beliefs of employees that their contributions are being valued and given respect. This feeling results in positive outcomes like satisfaction from work, emotional attachment and affective commitment towards their organizations (Arshadi, 2011). The correlation analysis conducted in this study results in a value of 0.518** with a significance of 0.000 at a significance level of 0.01. This confirms the fact that a positive and significant relationship exists and hypothesis holds true in this regard. Considering regression analysis, variance of 26.8% was observed. Previous research conducted by Arshadi (2011), proved that a positive and significant relationship exist between perceived organizational support and employee commitment. Employee commitment is generally increased because employees develop a sense of obligation that their organizations care about them. They tend to repay this to the organizations by remaining loyal and motivated towards their work.

The third predicted hypothesis of study was:

H3: Perceived organizational support has a negative and significant correlation with turnover intention of employees.

Relationship between perceived organizational support and turnover intention is studied by many researchers. The data analysis performed in this research suggests that a positive correlation exists between the two variables at a value of -0.515** with a significance value of 0.000. The linear regression analysis confirmed that a variance of 26.5% exists between perceived organizational support and turnover intention. Research suggested that receiving perceived organizational support, the stress factor is reduced in employees which further lowers their intention to quit jobs (Stamper & Jholke, 2002). The fact that employee's contribution is being valued, create a positive effect and employees believe it is their ultimate duty to remain loyal with their

respective organizations. This increases retention of employees at work place. Therefore third hypothesis is accepted.

Taking in consideration the mediating effect of job satisfaction, the fourth hypothesis of study was:

H4: Job satisfaction mediates the relationship of perceived organizational support with employee commitment.

The correlation analysis performed between the variables suggested that a positive and significant relationship existed between perceived organizational support and employee commitment and between job satisfaction and employee commitment i.e. a Pearson Correlation of 0.518** and 0.529** respectively. A multiple regression analysis performed via PROCESS indicated that job satisfaction acted as an intervening variable between perceived organizational support and employee commitment. Further, Model 4 was selected because this model comprised of simple mediation analysis. Existing literature also highlights the fact that employee commitment is considerably increased when employees are satisfied with their work (Samwel, 2018). Therefore the third hypothesis was accepted.

The last hypothesis of study was:

H5: Job satisfaction mediates the relationship of perceived organizational support with turnover intention.

The correlation analysis performed between above stated variable indicated that a significant and negative relationship existed between perceived organizational support and turnover intention and between job satisfaction and turnover intention i.e. a Pearson Correlation of -0.515** and -0.526** respectively. The multiple regression analysis was performed via PROCESS and required template was selected. The template in this case was Model 4, since for each dependent variable only one independent and one mediator was required. The analysis suggested that addition of mediator provided a suitable path between perceived organizational support and turnover intention since the result obtained in step 4 was decreased as compared to step 1.

Previous researches also concluded that models proposed for turnover intention are often linked with employee job satisfaction (Mobley, 1982; Hofaidhllaoui & Chhinzer,

2014). Studies suggested that when employees are not satisfied with their job, their performance is decreased which tends to increase employee's turnover intention (Saeed et al., 2014). Opposite case is observed in case of employee satisfaction, their high performance is valued and appreciated. This makes them attach with their organizations and intention to quit respective job is decreased (Saeed et al., 2014).

Therefore the research objectives of this study were met along with the explanation of research questions. The study proved the predicted hypothesis by supporting the fact that a positive and significant association exists between perceived organizational support, job satisfaction and employee commitment, and a negative and significant correlation exists between perceived organizational support and turnover intention. Also that job satisfaction acts as a mediating variable between independent and dependent variables.

5.2 Implications for Future Engineer Managers

The findings of the present study highlight four important points. First is that there is a positive relationship between perceived organizational support and job satisfaction which implies that engineers receiving more support from their management as well as co-workers will be more satisfied with their jobs. The second point is that increase in perceived organizational support provided to the engineers will make them more committed with their jobs. Thirdly, job satisfaction acts as mediator between the organizational support and employee commitment, which implies satisfied employees will be more emotionally attached with their organizations and will consider them a part of their organization by remaining loyal and committed. Also there exists a negative correlation of perceived organizational support with turnover intention, and job satisfaction provides a path way in between these two variables. Increase in satisfaction level of engineers increases their retention, which is increased due to obligation to remain loyal with the firm. Thus, engineer's turnover intention is reduced.

5.3 Limitations

This research study is not free of limitations that needs to be addressed in upcoming studies. Firstly, this research was cross sectional based which may have limited the fat that how perceived organizational support affects other variable over time. However, it can be made longitudinal one, so that difference in responses can be recorded i.e. before providing social support and after providing social support. Secondly, this research is

limited to electrical and electronics manufacturing firms. Future studies can target other engineering sectors to have a broad range of data like civil construction companies, mechanical firms and textile industry. Lastly, this research discusses relationship between perceived organizational support, job satisfaction, employee commitment and turnover intention only. Future studies can include dimensions of perceived organizational support as well as that of employee commitment. Similarly other variables can be included like absenteeism and organizational performance so that relationship between other factors can be observed.

5.4 Future Recommendations

The research suggested that in organizations where support is provided, employees are more contended and satisfied with the working environment they receive. This increases their emotional attachment with organizations thus leading to significant increase in employee commitment and reduction in intentions of employees to leave their organizations. So it is recommended to the senior management of engineering firms that perceived organizational support should be provided in order to achieve positive organizational outcomes. Also in order to get more generalizable results, it is recommended to future researchers that they may be expand their research to other areas of Pakistan.

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APPENDICES

DEMOGRAPHIC SECTION-I

Please put a check mark [✓] on the appropriate boxes given, as follows:

1. **Age (years):**   □ 20-30   □ 31-40   □ 41-50   □ Above 51

2. **Gender:**   □ Male   □ Female

3. **Qualification:**   □ Intermediate □ Undergraduate   □ Graduate or above

4. **Designation:**   □ Staff Worker

   □ C.E.O. / General Manager / Senior Manager

   □ Manager / Assistant Manager / Officer/Supervisor

5. **Tenure (years):**   □ 3 or less   □ 4-6   □ 7-9   □ Above 10

VARIABLES SECTION–II

Please indicate the extent of your agreement with the following statement on a 5-point scale.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5				

	PERCEIVED ORGANIZATIONAL SUPPORT	1	2	3	4	5
POS1	My organization cares about my opinion.					
POS2	My organization really cares about my well-being.					
POS3	My organization strongly considers my goals and values.					
POS4	Help is available from my organization when I have a problem.					
POS5	My organization would forgive an honest mistake on my part.					
POS6	If given the opportunity, my organization would take advantage of me.					
POS7	My organization shows very little concern for me.					
POS8	My organization is willing to help me if I need a special favor.					
	EMPLOYEE COMMITMENT	1	2	3	4	5
EM1	I would be very happy to spend the rest of my career with this organization.					
EM2	I really feel as if this organization's problems are my own.					
EM3	I do not feel a strong sense of "belonging" to my organization.					
EM4	I do not feel "emotionally attached" to this organization.					
EM5	I do not feel like "part of the family" at my organization.					

| EM6	This organization has a great deal of personal meaning for me.					
EM7	Right now, staying with my organization is a matter of necessity as much as desire.					
EM8	It would be very hard for me to leave my organization right now, even if I wanted to					
EM9	Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
EM10	I feel that I have too few options to consider leaving this organization.					
EM11	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
EM12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
EM13	I do not feel any obligation to remain with my current employer.					
EM14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
EM15	I would feel guilty if I left my organization now.					
EM16	This organization deserves my loyalty.					
EM17	I would not leave my organization right now because I have a sense of obligation to the people in it.					
EM18	I owe a great deal to my organization.					
	TURNOVER INTENTION	**1**	**2**	**3**	**4**	**5**
TI1	I dream about getting another job that will better suit my personal needs.					
TI2	I often get frustrated when I am not given the opportunity to achieve my personal work-related goals at work.					
TI3	I often consider leaving my job.					
TI4	I am likely to accept another job at the same compensation level, if being offered to me.					
TI5	My current job is satisfying my personal needs.					
TI6	I do look forward for another day at work.					
	JOB SATISFACTION	**1**	**2**	**3**	**4**	**5**
JS1	I receive recognition for a job well done.					
JS2	I feel close to the people at work.					
JS3	I feel good about working at this company.					
JS4	I feel secure about my job.					
JS5	I believe management is concerned about me.					
JS6	On the whole, I believe work is good for my physical health.					
JS7	My wages are good.					
JS8	All my talents and skills are used at my work.					
JS9	I get along with my supervisors.					
JS10	I feel good about my job.					

Thank you for your time 🙂

APPENDIX II: Conceptual and Statistical Diagram

<div align="center">

Model Templates for PROCESS for SPSS and SAS
©2013 Andrew F. Hayes, http://www.afhayes.com/
Model 4
Conceptual Diagram

</div>

<div align="center">
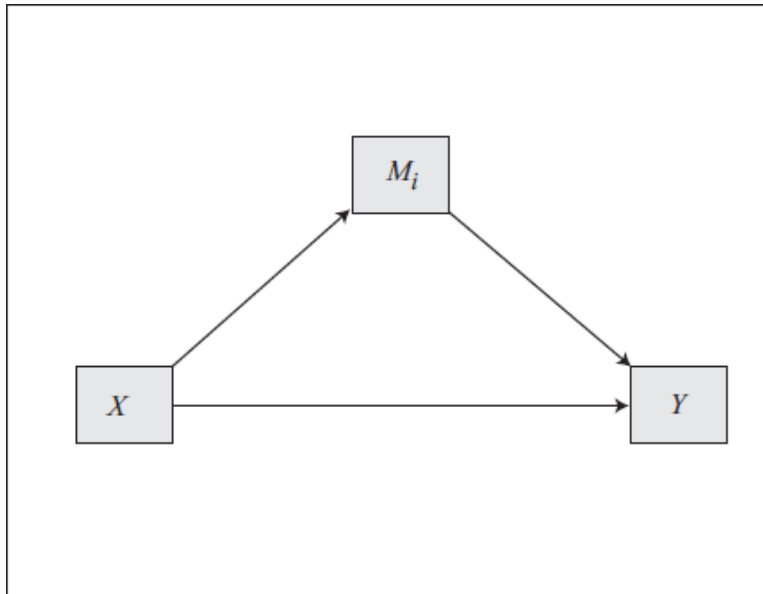
Statistical Diagram

</div>
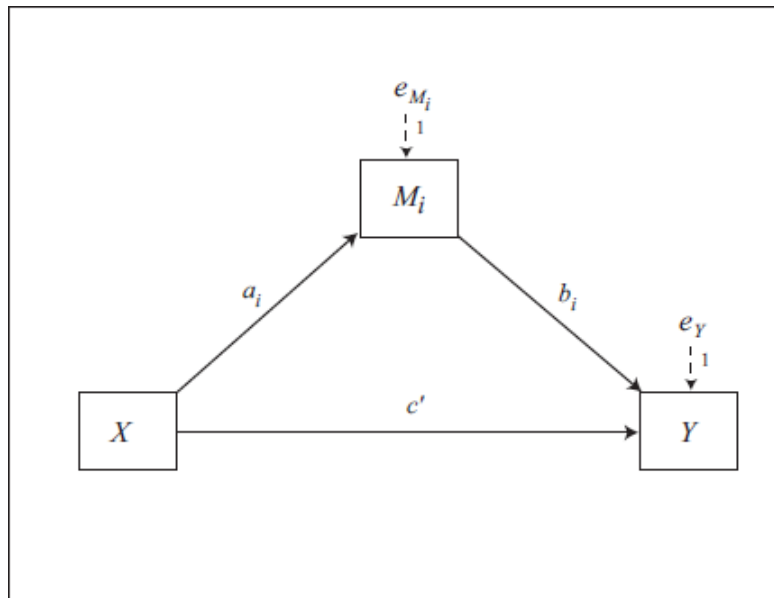
Indirect effect of X on Y through $M_i = a_i b_i$
Direct effect of X on $Y = c'$

APPENDIX III: Targeted Engineering Firms

Sr. No.	Name	Number of Employees	Working
1	Pak Agro Tech	20	Provides Advanced Solar Energy Solutions, Solar Panel Electricity Meter, AC Isolator, FuseBox, Inverter, Battery, Charger Controller, Generation Meter, DC Isolator, Cabling, and Tracking Systems the areas of expertise
2	Greaves Pakistan	200	Provides generating sets for residential and commercial purposes, elevators and escalators, solar plans etc.
3	Hi-Tech Engineering and Manufacturing Complex (HEMCO)	12	Specialized in high LED displays products, embedded system design, automation and control system including research, development, production and marketing
4	Professional Engineering Creatives & Solutions	20	Expertise in designing, installing, integrating, monitoring and maintaining all of home, office & industrial systems, providing Security Cameras, UPS/Inverters, Electrical House Wiring, Power Db's / Electric Panels
5	Lotia engineering	5	Design and manufacture customized, high precision CNC machined parts as well as electrical and mechanical equipment for residential, industrial and agricultural usage.
6	Anzen Pvt Ltd.	10	Offers multiple packages and customer solutions using AI enabled cameras & intelligent switches which enable you to have video surveillance, alarms, lighting control, alerts
7	Canis Technology Solutions	20	Provides defense products (Border Control Dock (BCD), Bullet Proof Helmet, UAVs, UGVs

8	**SkyElectric (Pvt) Ltd.**	82	**Offers intelligent solar, grid and battery solution including solar panels, smart energy inverters and smart energy battery packs that come pre-integrated with energy visibility and energy management software**
9	**Shibli Electronics**	80	**Specialized in the designing and manufacturing of Optronics systems mainly covering land defense applications**
10	**ATS Engineering**	30	**Provides Solar Energy Solutions, Fabrication and Industrial Fans all at domestic, commercial & industrial level**
11	**Solace engineers**	20	**Provides Advanced PV Design Technical Reports, Solar Sales Proposals, 3D PV Designs, SLDs, Solar PV Permit Planset**
12	**Elektro Control Industries (Pvt) Ltd.**	40	**Specialized in design, development, integration and production of customized products for Defense and Aviation**
13	**MIA Group of Companies (Pvt) Ltd.**	800	**HVAC solution provider**
14	**Powerteck Switchgear Services**	50	**Design & manufacturing of custom-built and standard electrical switchboards, control panels, Motor Control Centers, PLC Control Panel CC industrial boards, bus ducts and PLC based intelligent panels**
15	**RWR (Pvt) Ltd.**	45	**Specialized in Embedded Systems, custom RF Modules, Digital Signal Processing & Embedded Software Applications**
16	**Zeeshan Electronics**	15	**Provider of Telecommunication and Electronic solutions**
17	**Electrech (Pvt) Ltd.**	35	**Switchgear manufacturing with low voltage switchgear panels**
18	**Iman Group of Companies**	30	**Diesel Power Generator manufacturing**