

THE IMPACT OF PERCEIVED ORGANISATIONAL
SUPPORT ON EMPLOYEE RETENTION AND
SUCCESSFUL ORGANISATION MANAGEMENT

By

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- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
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CHAPTER 1

INTRODUCTION

1.1 Introduction

The study of this research topic is very much related to the organisational behavior concept, human resource management and also to a broader area of organisational management. By end of this research, researcher will be able to bring an enlightenment related to the study areas, that is advantageous to the employers, employees and also students who are interested in the similar topic.

This chapter will illustrate on the research insight of this study to enable understanding into the concepts and relationships of ‘Perceived Organisational Support Theory’, ‘Employee Retention’, and ‘Successful Organisational Management’. This chapter also introduces the flow relating to how the research idea was established, the data collection planning was explained, and the methods of approaching the target respondents.

The independent variable, in this case refer to the perceived organisational supports, are being examined on how it may affect the dependent variables, such as employee retention and also the organisational management. Along the processes of investigation, researcher has found that there is another important element that exists in the conceptual research framework relationship, which known as “organizational commitment”, this element was seen as another dependent variables in this study. This element of construct may also be viewed as a variable that is having a mediating role towards the end result of successful organisation management.

In a research, the important function of variables will work as a direction to determine whether which of the variables will be tested for the relationship in between one another, or which variable that will work as a fixed construct in an experiment.

Variables	Constructs
Independent / Predictor	Perceived Organisational Support
Dependent / Outcome	Employee Retention Organisation Commitment Organisation Management

Table 1. The Variables of Study

1.2 The Research Conceptual Framework

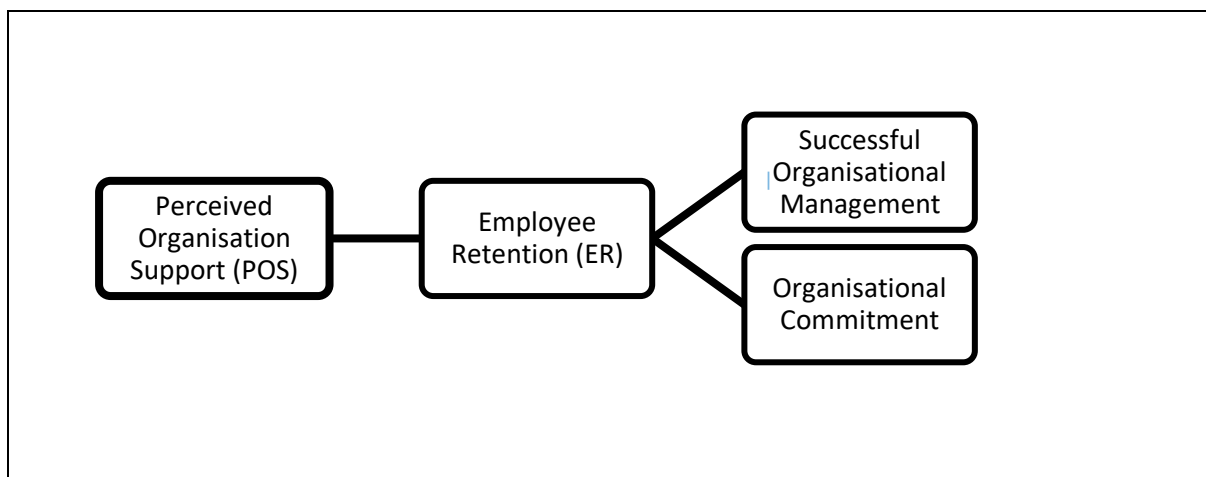


Figure 1. The Research Conceptual Framework

The research framework is referring to the set of theoretical idea which were the route of research towards the getting the research questions derived by the researcher being answered, explained by Abraham, Schneider and Brocke (2019). Hence, in this study, the researcher had drafted the research conceptual framework as shown in the above diagram.

The below will be a few research routes that rooted from the general concept of the main research framework.

1.2.1 Research Route 1

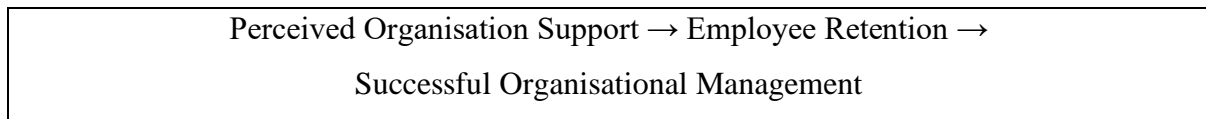


Figure 2. Research Route 1

The above is the first route being interpreted with the available research questions established and the research idea in step by step to approach the final stage of conclusion building. This part of the research conceptualises that the perceived organisation support (POS) will directly affect the employee retention (ER) and further helping the organisation to maintain the successful management activities within the institution.

In other words, this also means that if an employee was made happy with good treatment from the organisation, then they will most likely commit a mutual agreement between the employee and the organisation to have remained themselves in the organisation and keep contributing their efforts in the organisation. With this situation working as a precedent, the organisation shall be able to foresee a successful in their human resource management.

1.2.2 Research Route 2

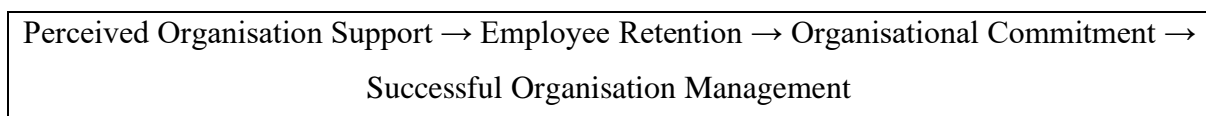


Figure 3. Research Route 2

Literally, this research route 2 give an insight that all the research constructs work positively towards the outcome, which is the same as in research route 1: a successful organisation management.

This research pathway means that when an employee perceived positively on the support that the organisation had invested on them, they will most likely to react positively by having reduced or no turnover intention. Additionally, they will be much committed towards their organisation by spending more efforts into helping the organisational operation. And the final outcome, still inviting the favourable successful organisation management.

1.2.3 Research Route 3

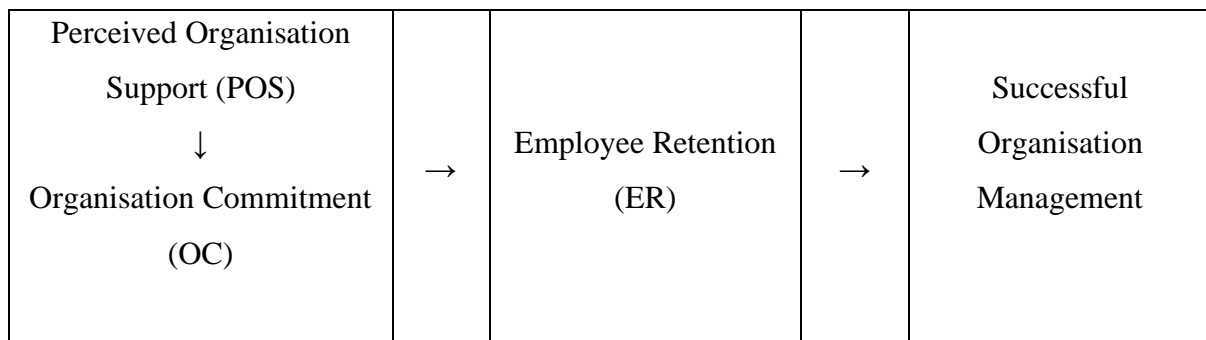


Figure 4. Research Route 3

This research pathway deters that whenever an employee was positively stimulated for the perceived organisational support in the working environment, then the stimulation will also work significantly towards their commitment with the organisation they served with. The positive relationship between the variables will bring benefit to the employee retention judging from the perspective that it was a human resource management strategy, that will enable the successful organisation management.

1.3 The Purpose of Study

The research framework in this study plan to investigate the below questions:

1. With the Perceived Organisational Support, can it affect the employee retention?
2. Further to had the employee retention, whether the organisational management can be a success?
3. What has made the organisation (employees) to be successfully managed?

Employees are seen as the important asset in an organisation, without them the organisational operations might be at risk, in terms of its competitive advantage to survive, financial sustainability and the organisation's fame in the market. Observing the importance of employees in an organisation, it is concluded that they shall be treated well with necessary support from the organisation. This is to enhance the high level of perceived organisational support (POS) and which will further boost the employee retention of workers group.

An organisation will not succeed in the competitive business environment, without the strive from the employees. And in terms of barter system concept, employees contributing their effort in hope that they will get something repaid. Observing from the circumstances of today industry, the return can be referred to something in material, or something in symbolic. Eisenberger et. al. (1986) defined that material rewards are those referring pay, position in career path, bonuses and etc. The scholars also defined that the symbolic returns may refer to praises, recognition, good word and pleasant working climate within the work place.

In this study, first we will investigate if perceived organizational support obligated by employee will affect the retention behavior to stay within the organisation. Secondly, we will examine if the employee retention in the organisation may contribute positively towards the organisational management. Researcher will investigate whether there is direct impact of perceived organizational support on the employee retention and organisational management.

There consists of tangible and intangible types of organizational support. Researcher is to look into the types of organisational support that is perceived by the employees who work within Malaysia and at the same time the statistics can tell which of the organisational support categories contribute most into employee retention.

Employee retention was seen as a human resource management that will bring the benefit into the organisational management in view that people is the important agent that operates the functions in the organisation. As described from the research theoretical framework, employee retention is a strategic human resource management which can directly influence the organisational management and its success in reaching the general goal exclaimed in vision and mission of an organisation. Subsequently, this chain of relationship can be achieved with the mediating role of organisational commitment.

Organisational commitment is the behavioral outcome from employees who associated highly in perceived organizational support Shore and Wayne (1993). Organisational commitment is the psychological connection in between an employee with the organisation they serve. Good organisation commitment is a linkage that is beneficial to both the employee and the organisation. Organisation will get a competitive advantage in such a way that they will be sustainable and getting economic outcome; while employees will be beneficial in terms of

gaining a rewarding salary to help them in sustaining the life and providing the family a better living.

In this research, we will try to find out how employees in Malaysia from different functions will be perceiving on the organisational support that they have entitled in their organisation. From the perceived organizational support, researcher will find out which type of the organisational support plays the most important role on the retention or turnover from the organisation. In this research also, researcher plan to figure out in what way the perceived organisational support and employee retention will works for the successful organisational management.

The study of this research will reveal the linkage of successful organisation management with committed employees, when they perceived a high level of organisation support. This understanding was interpreted using the outcome based inverted direction from the general conceptual framework built at the early stage of the study.

Research was established as researcher has observed a trend that employees in Malaysia are found to be unlikely will be recommending the workplace they are currently serving to their contacts. At worst, they have withholding to the principle of “work less is best” in their organisation. The table below signifies how the employee in Malaysia perceptible on the employee engagement within their organisation.

South East Asia Country	Employee Engagement Percentages (%)
China	67%
Thailand	65%
Philippines	65%
Indonesia	61%
Singapore	59%
Malaysia	59%

Table 2. Aon’s 2017 Trends in Global Employee Engagement Report

Retrieved from Malaymail (8th May 2017)

Prashant Chadha, the Managing Director in Aon Hewitt, Malaysia and Brunei at then, year 2017, exclaimed that these statistics also disclose that organisations are having talent losing at a worrying stage especially in this globalisation era, where competition between businesses are extreme. He then expressed, it is only when the organisation is able to retain the talent then they will be able to survive and excel in the game. The statement was seen as a conditions for the smooth success of an organisation.

Aon Hewitt is a global leader in providing the consultation related to human resource matters. In terms of the types of consultation works provided, it includes providing the measurement, development, strategizing in helping the partner organisation to achieve business results practically.

Other than providing a practical consultation, Aon Hewitt is also actively involved in the research works in all areas with regards to human resource management. The research outcome obtained by Aon Hewitt can give insights into various of industry real cases, and with the analysis of strong databases, this can actually be supportive to the decision making processes of the organisation, especially in terms of the organisational behavior aspects which is vague but are still able to be studied with supporting data analysis.

1.4 Research Problem

In this section, researcher will elaborate on how the research idea has been derived, and what issue that researcher can identify from the main perspective of organisation behaviour. This section is not only illustrating the problem that researcher can identified, but at the same time, they are representing the issues that most of the working personnel are facing in Malaysia, as well as other part of the worlds, as picked up from the research findings from the other region of the world.

Researcher had personally encountered a few incidences that is much related with organisation behaviour. Through the empirical experience and observations, researcher found that there seems to be a worrying trend in related to perceived organisational support, employee retention strategy and also the most important, how the organisation can achieve the main target of sustainability.

As education has been more and more universalised, together with the technology of borderless knowledge sharing through the fast speed optical fibre Internet, technologically advanced gadgets, people has been turning to become more knowledgeable and more intellectual. This scenario has boost people to be more aware on the supports they obtained from the organisation they served. Once observations they perceived has matched with the cognitive information they obtained, the human will analyse and evaluate the organisational support, whether that equally valued with the sacrifices they have committed.

The experiences encountered by researcher were observed and been recorded for a continuation of research purpose. The scenarios were then narrated with the study supported from the other scholars with the similar topic of study.

Researcher has personally thought that, once a knowledgeable worker's mind has registered that they do not perceived good support from the organisation they are serving at, this will followingly affecting the worker's decision to stay longer with the organisation. Once a worker decided to leave the organisation, this will create a domino's effect on the management and also the organisation's competency to survive in the market.

Loosing a talent can be seen as a problem to the organisation as they will need more funding in recruiting new blood, training the new employee before capable to run the operation smoothly.

While managing human resources that is new to the organisation culture, researcher observed that the management level may foresee a certain difficulty level in handling the new employees. This is at this stage that, the organisational support perceived by the employee will play a role as an employee retention strategy.

In the research data compiled by the Institute of Labour Market Information and Analysis (ILMIA), entitled: Jobs, Salaries and Vacancies, 2017, the Malaysia Government had noted that the average turnover rate was at 20%, and in between, involuntary turnover has contributed to a 6% of statistics. The annual statistics reading had informed a situation that turnover intention has been somewhat creating the instability in terms of helping with the nation's economic.

1.5 Research Questions

Researcher has established with a few research questions to give the direction of this research:

Question 1:

What are the types of organizational support that is strongly perceived by employees in Malaysia – (tangible or intangible).

Question 2:

Does perceived organizational support works as employee retention strategy in an organisation?

Question 3:

Does the perceived organisational support impacting the organisational management?

Question 4:

Does there exists any mediating elements in between perceived organizational support, employee retention and achieving successful organizational management?

1.6 Research Objectives

The researcher aims to achieve the below research objectives:

Objective 1:

To examine the type of organisational support that is contributing most towards the employee retention in Malaysia context.

Objective 2:

To examine that perceived organisational support will directly contribute in employee retention for an organisation.

Objective 3:

To examine that perceived organisational support will indirectly contribute to organizational management.

Objective 4:

To examine if there is any mediating element in achieving successful organizational management.

Research Hypotheses

Research hypotheses are developed with the reference on the research questions:

Hypotheses 1

H1 – The tangible and intangible organisational support both positively perceived by Malaysian workers.

Hypotheses 2

H2 – The perceived organisational support correlate positively towards the employee retention in an organisation.

Hypotheses 3

H3 – The perceived organisational support is positively affecting the organisation management.

Hypotheses 4

H4 – There is mediating role of organisational commitment in achieving successful organisation management.

1.8 Scope of Study

There are already ample studies on perceived organisational support theory, as early as in Year 1986. Along the years until this 3rd millennium, there are ample studies done on this topic and findings have been explored in its' direct impact on employee retention too. However, there is a gap in between past studies and current studies of to what extent is the advantage that perceived organizational support and employee retention strategy will bring to the organisation.

Hence, this research plan to narrow down the area of study, to find out if perceived organisational support can be determined as a tool in employee retention strategy. And further,

if this study is to be able to prove that perceived organisational support is also contributing to organisational management, in which this will be bringing the exponential advantage to the organisation.

The scope of this research is to bridge the gap in between the existing studies that are available theoretically in academia with the empirical observation in Malaysia organisation. The study is also carrying the purpose to enable enlightenment to the management level in an organisation on the importance of this topic in organisation behavior and empirically, how it can benefit the operations of the organisation.

1.9 Significance of Study

The pioneer scholar that came out with the theory of perceived organizational support in Year 1986 are Eisenberger, Hutchison and Sowa (1986). The scholars have stated that perceived organizational support will be influenced by different aspects of an employee's treatment by the organisation, and in the other way round, will affect the employee's perception on the organisational motives underlying the treatment.

Significance of study section is to speak on how this study will be able to benefit to the society, especially to the specific audience of this research study. This study aims to enlighten the management hierarchical level in an organisation, to realise that people is an important aspect in operationalise the strategic planning in an organisation, to have further understand the fulfillment of Maslow's needs with working.

In understanding the reciprocation theory with the perceived organisation support theory, the management in an organisation shall know how to well compensate the employees who had spent time in contributing the energy in helping the organisation to grow, to achieve its target and also the most important, to beat the obstacles in the competitive business environment.

This study also plans to benefit the society, in terms of how it is able to educate the public on the topic of organisation behavior. This is also an information and knowledge sharing platform to enable understanding that it is the right to anticipate something rewarding after a hard work. Readers will be able to identify that hard work in helping the organisation to achieve the

targeted goal shall not be taken advantage at. These hard work shall come in return with something which may be beneficial to the workers and shall be treated as a win and win situation.

This study is also useful for enlightening the human resource department's needs for each organisation to further establish the retention strategy, and to always be sensitive when there are peculiar statistics of turnover within the organisation. This is also especially useful for the different business unit in the organisation. When there are substantially high turnover or any other employees matter, it means that there could be some issue related to organisational behavior started to get infestation.

1.10 Chapter Layout

Chapter 1 Introduction

This chapter demonstrates the main idea of the research topic and giving an idea of how the flow of the study will be leading.

Chapter 2 Literature Review

This chapter shares on the research findings from the researchers and scholars from the past throughout now.

Chapter 3 Methodology

This chapter discusses on the methods of data compilation and also the analysis run on testing the reliability and its statistics.

Chapter 4 Data Analysis

This chapter will transfer all collected data into the useful statistics which is able to be interpreted in a manner that is understandable in words by readers.

Chapter 5 Recommendation, Limitation, Future Research and Conclusion

This chapter shall cover the few sections that will discuss on the limitation encountered when conducting this study, recommendation in terms of future research and recommendation to organisation from the findings and a conclusion as a summary wrap up of the research.

1.11 Conclusion

In conclusion, this chapter was seen as a fundamental ground to introduce the research related information and also to enable a site view of the whole research project. The researcher aim to provide a brief information of this study to the readers in general and in brief which may help the understanding when moving further into the following chapters.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This section aims to elaborate on the theoretical and empirical findings from the previous researchers and treated as a review on the secondary data. Literature review chapter will also aim to provide a significant of study into this research and enable further discussion from the understanding gained. This section will be reviewing onto the different aspects of ‘Perceived Organisation Support’, ‘Employee Retention’, ‘Organisation Maanagement’ and finally ‘Organisation Commitment’.

Deriving from the understanding enhanced from literature reviewing, hypotheses were then developed to look into the relationship between each of the construct and also what influence from the independent variables can play an effect on the dependent variables. The independent variables which also known as the predicting variables, and dependent variables are also known as the outcome variables.

Reviewing on the past literatures are considered as an action to study on a group of secondary data, which were a ready information gathered from past researchers. Secondary data are viable for the establishment of primary data collection using the existing research scales, especially in this current study.

2.2 Perceived Organisation Support (POS)

Organisation Support Theory was first discovered by Eisenberger, Huntington, Hutchison and Sowa in the year of 1986. The scholars had spelt out that employees will perceived in terms of the extent on how the organisation will appraise or valuing their contributions and whether their well beings are taken care of.

Organisational Support Theory was interpreted to involve the socioemotional attributes, social exchanges, self enhancement, job enhancement opportunities, well being of employees and also the values they have received in terms of labour contribution.

Socioemotional as referred to Thompson and Virmani (2011), it means the aspect that is concerning with the convergence of social and emotional development for a person. Socioemotional benefits can includes the increase of esteem, approval and caring, when the socioemotional needs fulfilled, according to researchers Blau (1964), Eisenberger, Huntington, Hutchison and Sowa (1986), Gould (1979), Levinson (1965), Mowday, Porter and Steers (1982), Rousseua and Parks (1993), Armeli, Eisenberger, Fasolo and Lynch (1998).

Investigation conducted with the basis of Organisational Support Theory, allowed researchers to find out antecedents of POS and its consequences that will affect organisation, noted by Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis (2015).

Antecedents	Treatment by organisation member	Abusive supervision Consideration and Initiating structure Leader-member exchange Supervisor & coworker supportiveness Transformational and transactional leadership
	Employee- organisation relationship quality	Fairness Perceived organizational politics

		Psychological contracts Value congruence with the organisation
	Human resource practices and job conditions	Job security, flexible and family supportive work practices Developmental opportunities Work role characteristics
Outcomes	Orientation toward the organisation and work	Affective organizational commitment Economic and social exchange with the organisation Felt obligation and normative commitment Job involvement Organisational identification Performance-reward expectancy Trust
	Subjective well being	Positive psychological well being Negative psychological well being
	Behavioral outcomes	In role performance Organisational citizenship behavior Counterproductive work behavior Withdrawal
Table 3. Findings from Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis (2015).		

As suggested, POS will increase employees' positive conceptual towards the organisation socioemotional exchange and therefore boosting the trust, and favourable affective commitment in the organisation. Whenever employees perceived a high level of organisational support, they will feel obligated and be more engaging with the organisation, and thus they will retain in the organisation. The end result of this chain effect is that, the well committed

employees will consider the organisation's goal as their own goal, they will strive for the best in helping the organisation to grow and succeed. In other words, this group of employees are also a group that will be well managed.

In 2014, researchers Wickramasinghe and Perera mentioned that how an employee sees themselves treated by their organisation is crucial in deciding how the employees will behave attitudinally in return towards their organisation. This attitude was seen more like a repaying nature of human, a return of good favour will be given when they have received something good in general. This concept is well matching the research scope previously.

There is a common argument derived from the past studies that, perceived organizational support is a perception from the employees of the awareness on the equality exchanges between job rewards with the contributions from employees. In which, this has also been derived from Blau (1964) in his reciprocal exchange theory. And this theory has sufficed the financial concept of "equilibrium" principle, where adopting an example an employee who had been well paid will contribute to the satisfactory extent in work environment.

Dawley, Andrews and Bucklew (2008) stated that the job remuneration perceived by employees are an indication on how much the organisation values them on the work they have done and in return, how the employees' well being are taken care of by their organisation.

FIGURE 1

ANTECEDENTS OF PERCEIVED ORGANISATIONAL SUPPORT

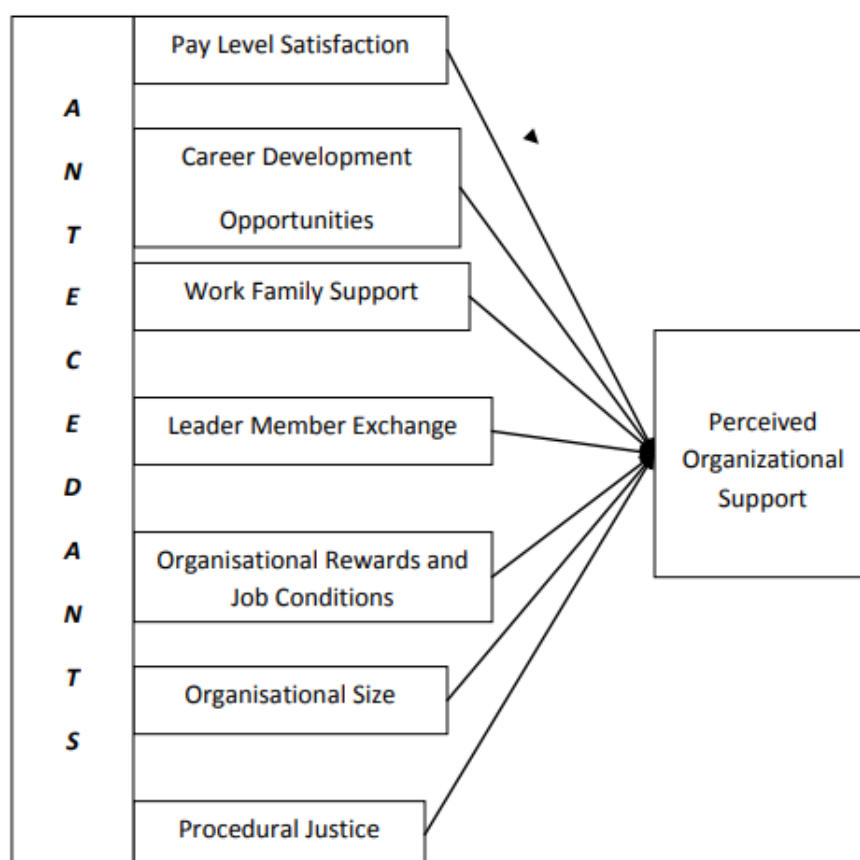


Figure 5. Research Framework on antecedent (POS) of Krishnan and Sheela Mary (2012)

Interpreting from the diagram, we can see that scholars Krishnan and Sheela Mary (2012) had depicted a few of the antecedents of Perceived Organisational Support which are highly concerned at from the employees. Speaking this, we can say that monetary rewards shall not be the sole indicator for the employees to judge on the organisational support they have received or will be looking into at. Even for the monetary reward, employees nowadays will start to have comparison after certain duration of service. For any monetary reward that they have judged that it was under paid, or not well paid, employees will consider to terminate the mutual contract of work relationship with the organisation.

Employees have spent more than eight hours of the day time in sacrificing the time working for the organisation, in hope to get something in return which will be able to support the life of their family. Hence, when rewards are not equal, from the cognition of the employees, this will further affecting their psychological mind to have turnover intention.

Nowadays, when supporting the family has been crucial, especially for women employees, they are hoping that there shall be child care support in helping them to cope with the young child while having sacrificing their day time to contribute in the organisation.

Perceived organizational support, whether financial or non-financial; whether tangible or intangible has been adopted to enhance expectancy of rewards whenever contributions given in helping the organisation to achieve goals. This continuous relationship indicating employee retention and also successful organizational management.

Financial support or tangible reward can be referred to something received in monetary terms, ie. Salary increase, subsidise and bonus. Non financial or intangible support may be referred to the praises, good comment.

POS was found to deliver a significant impact on the employee retention, Arshadi and Hayavi (2013). This is when the employees see themselves were valued at by their organisation and this will affect their intention to be retained in the organisation. Concluded by Ajmal, Bashir, Abrar and Khan (2015), POS will increase the commitment within the organisation. Same goes with Iqbal and Hashmi (2015); Hassan and Hassan (2015); Mitchell, Gagne, Beaudry and Dyer (2012); Robert, Robin, Hutchison and Sowa (1986) observed that POS will be benefiting in employee retention.

As the educational system has been more advances today, more and more employees are cognitively well aware on the concept of 'perceived organisational support'. Employees are judging their employers from time to time, they will be evaluating the return received from the hard work they have contributed in the organisation. And since this is a globalised era, Internet has provided a fast channel in information and knowledge sharing. Job seekers will be able to know which organisation that is providing a good support for its employees, and this is an attracting point to retain employees to be more committed and having more continuous effort in the organisation.

An employee who had displayed certain efforts in an organisation will be judging on the rewards that they have perceived from their organisation. The perceiveness is referring to the

awareness on whether they will be appreciated by their organisation. This is also acted as a motivation for continuous service towards the organisation.

In modern days, employees not only highly looked at the monetary rewarding system, but they are also concerning on the ergonomic working environment where their mentality within the work environment shall be motivating and healthy.

The tangible and intangible organisational supports were both regarded highly in this study and from here, the first hypothesis was built.

Hypothesis 1

H1 – The tangible and intangible organisational support both positively perceived by Malaysian workers.

FIGURE 2

CONSEQUENCES OF PERCEIVED ORGANISATIONAL SUPPORT

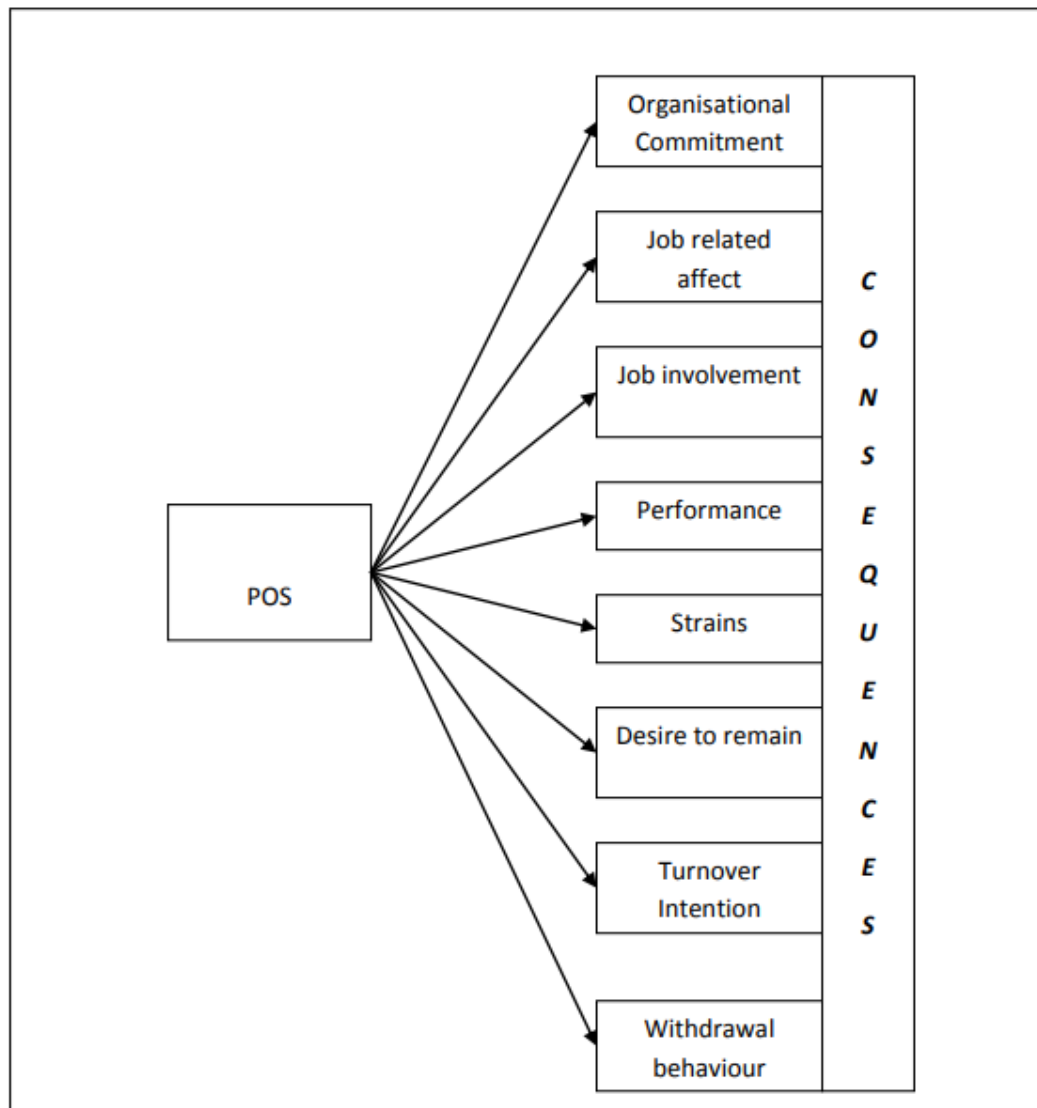


Figure 6. Research framework on consequences (POS) of Krishnan and Sheela Mary (2012).

The findings from Krishnan and Sheela Mary (2012) had suggested that if the perceived organisational support theory was not fulfilled between the relationship of organisation and employees, then there might be consequences that the employees might commit into one of the negative activities, ie. turnover, voluntary withdrawal, absences, not committed in work, bad mental health and etc.

Table 1
Organization of Variables Included in the Meta-Analysis

Category	Variables
Antecedents	
Treatment by organization members	Abusive supervision Consideration and initiating structure Leader–member exchange Supervisor and coworker supportiveness Transformational and transactional leadership
Employee–organization relationship quality	Fairness Perceived organizational politics Psychological contracts Value congruence with the organization
Human resource practices and job conditions	Job security, flexible and family supportive work practices, and developmental opportunities Work role characteristics
Outcomes	
Orientation toward the organization and work	Affective organizational commitment Economic and social exchange with the organization Felt obligation and normative commitment Job involvement Organizational identification Performance–reward expectancy Trust
Subjective well-being	Positive psychological wellbeing Negative psychological wellbeing
Behavioral outcomes	In-role performance Organizational citizenship behavior Counterproductive work behavior Withdrawal

Table 4. Variables of Perceived Organisational Support from Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2015)

Sharing the similar from Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2015), the scholars also concluded on a few items and the expected outcomes for perceived organisational support. Reviewing them, there is understanding that employees will be determining on their intention to stay with an organisation judging from the perceived organisational support they get. And among all, the positive outcomes that we may expect from the well perceived organisational support is nonetheless productivity, commitment and performance.

Hence, in view of the importance of perceived organisational support theory, it shall be determined as an important human resource management strategy, which is to retain an employee rather than concentrating into recruiting. Though both have also been equally important towards the organisation. Yet, retention is always out weigh the other due to its cost

advantage to the financial system of the organisation. The following will be a discussion on the ‘employee retention’.

		Component		
		POS	PE	ER
POS1	The Institution values my contribution to its well-being.	.367		
POS2	My Institution fails to appreciate any extra effort from me	.838		
POS3	The Institution would ignore any complaint from me	.754		
POS4	The Institution really cares about my well-being	.637		
POS5	Even if I did the best job possible, the Institution would fail to notice	.802		
POS6	The Institution cares about my general satisfaction at work.	.687		
POS7	The Institution shows very little concern for me.	.681		
POS8	The Institution takes pride in my accomplishments at work	.460		
ER1	I’m planning on working for another Institution within a period of three years.			.780
ER2	Within this Institution my work gives me satisfaction.			.481
ER3	If I wanted to do another job or function, I would look first at the possibilities within this Institution.			.700
ER4	I see a future for myself within this Institution.			.407
ER5	It doesn’t matter if I’m working for this Institution or another, as long as I have work.			.686
ER6	If it were up to me, I will definitely be working for this Institution for the next five years.			.604
ER7	If I could start over again, I would choose to work for another Institution			.632
ER8	If I received an attractive job offer from another Institution, I would take the job.			.654
ER9	The work I’m doing is very important to me.			.611
ER10	I love working for this Institution.			.592
ER11	I have checked out a job in another Institution previously.			.642

Table 5. Findings from factor analysis by Iqbal, Sehresh, Hashmi and Maryam Saeed (2015)

2.3 Employee Retention

Employee retention is considered as a human resource management strategy, which means to have some attraction to keep the employee in keep working in an organisation.

The 3Rs concept for employee retention which shared by Nazia and Begum (2013), Kundu and Lata (2017) are:

1. Reward;
2. Recognition; and
3. Respect.

Observing these constructs, we can say that the 3Rs are actually relate closely with the perceived organisation support.

Walker in 2001 has came out with 7 factors that are encouraging to the employee retention:

1. Challenges in work;
 2. Learning opportunity;
 3. Good relationship with colleagues;
 4. Compensation and appreciation;
 5. Recognition of capabilities;
 6. Work life balance; and
 7. Good communication.

Taken from the holistic view of the constructs, employee engagement by the supportive measurement is a strategy for retaining employees in an organisation.

Scholars of Management Science has always stressed that getting and retaining talents have become equally crucial for organisations with the consideration that it is one of the key determinants to measure how well the organisation can achieve its goals, its strengths in the competitive work environment, Kennedy and Daim (2010).

Organisational supportive work climate of perceived organisation support can cultivate work engagement behavior and thus positively related to employee retention. The benefits that come from employee retention will includes reduction in waiting time for another new employee to

get familiarise with the operations. In terms of budgeting, employee retention is a good strategy to help keep down the training cost and financially helping the organisation with production line to have smoother output rates.



Figure 7. Conceptual framework of Iqbal, Sehresh, Hashmi and Maryam Saeed (2015)

Iqbal et. al. (2015) had studied on the relationship between Perceived Organisational Support (POS), Psychological Empowerment (PE) and Employee Retention (ER). The results are well justified with the research framework earlier, in which perceived organisational support will directly influencing the employee retention. This is also the theorised idea that the researcher had came out with in this study.

There have been ample studies from different perspectives of world, be it Western as the first theorist, and it has been proven that employee retention is directly impacted by perceived organisational support, regardless of its employees' nations, cultures or some other criterion. This is especially clear to be examined at in Malaysia context, that is the main reason the researcher had been depicting 'employees working under the organisation in Malaysia' rather than calling all respondents as 'Malaysian employees'. This is also derived from the researcher's observation that, nowadays, there are many expatriates that work in Malaysia, in conjunction with the Malaysia Government's campaign to make Malaysia as a second home in living.

Referring to the review and justifications from the other researchers, the second hypothesis for this study is then came out:

Hypothesis 2

H2 – The perceived organisational support correlate positively towards the employee retention in an organisation.

Successful Organisational Management

An important indicator for employee retention is the commitment behavior towards the organisation, Curtis and Wright (2001). The employees with the strong sense of commitment will sees themselves as the member in the organisation and this is beneficial in organizational management.

Dibble (1999) observed that further to employee retention, and development of highly skilled and valued employees is the priority in the human resource management strategy.

In this study, organizational commitment has been explored to have a linking with the outcome of successful organizational management. When retained employee is satisfied and committed, they will be the human resource who can be seen as well

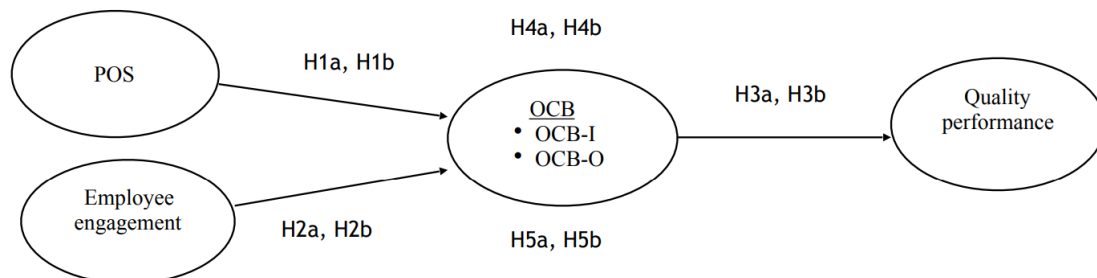


Figure 1. Proposed research model (simplified)

Figure 8. Wickramasinghe and Perera (2012)

Table 4. Summary of the results - structural model coefficients

Path	Result	Standardize d regression estimate - Direct effect	Standardize d regression estimate - Indirect effect
POS → OCB-I	H1a Supported	.144*	-
Employee engagement → OCB-I	H2a Supported	.275***	-
OCB-I → Manufacturing performance		.391***	-
OCB-I → Conformance	H3a supported	.242***	-
OCB-I → First time pass rate		.216***	-
POS → Manufacturing performance	Partial mediation	.158*	.056
POS → Conformance	Partial mediation	.372***	.035
POS → First time pass rate	Full mediation	.001	.131
Employee engagement → Manufacturing performance	Partial mediation	.155*	.108
Employee engagement → Conformance	Full mediation	.002	.166
Employee engagement → First time pass rate	Partial mediation	.270***	.059

Significant paths are shown. * $p < 0.05$, *** $p < 0.001$

Table 6. Wickramasinghe and Perera (2012)

Referring to the theorized framework from other scholars, the third hypothesis generated:

Hypothesis 3

H3 – The perceived organisational support is positively affecting the organisation management.

2.4 Organisational Commitment

Derived from perceived organisation support, and employee retention, the commitment behavior will arise. In the Organisational Commitment Questionnaire of Meyer and Allen; Mowday, Steers and Porter (1979) has concluded that organizational commitment affect productivity, absentism and turnover. Turnover defined as an action by employee which voluntarily withdrawn from the organisation.

Scholars Griffeth and Hom (1995); Griffeth, Hom and Gaertner (2000) had regarded organizational commitment as an important predictor for employee turnover. Employee

turnover is an action initiated by the employee themselves to voluntarily withdrawn from the organisation.

Newman, Thanacoody and Hui (2012) also quoted from early researchers, Eisenberger, Fasolo and Davis-LaMastro (1990), Wayne, Shore and Liden (1997), Rhoades, Eisenberger and Armeli (2001) had state clear that from the main principles of social exchange theory, future study can expect that Perceived Organisational Support correlate positively towards affective organizational commitment.

The tenets suggested that organisational commitment is a social emotional agreement from the employees towards their organisation. This was seen as a beneficial relationship which will enable the easy managing from the organisation towards the group of employees with this nature. Resulting that there will be elimination of employees problem which will only bring down the performance and reputation of the organisation.

Theoretically and empirically speaking, the affectionate relationship will eliminate negative issues involving with employees' attitudes.

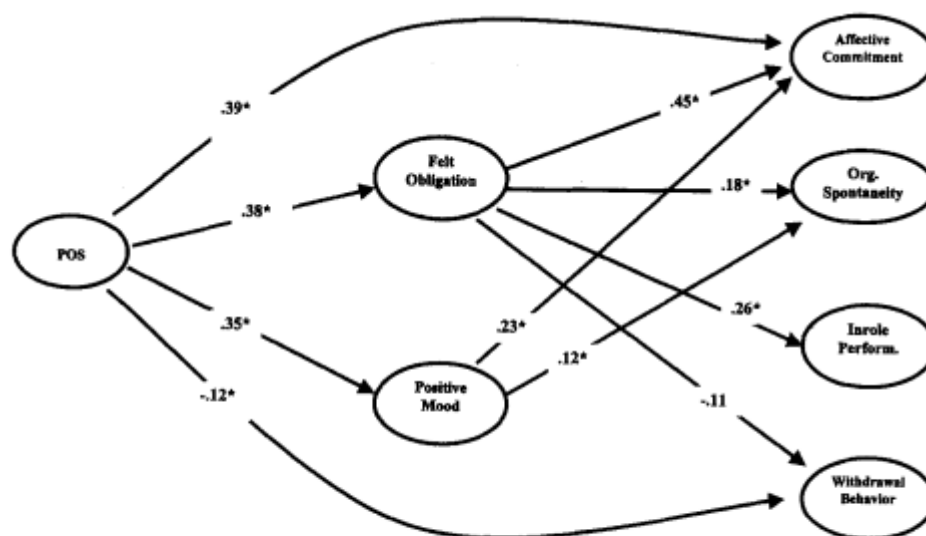


Figure 2. Structural equation model of the relationships between postal employees' perceived organizational support (POS) and their affective organizational commitment, organizational (Org.) spontaneity, in-role performance (Perform.), and withdrawal behaviors as mediated by felt obligation and positive mood. * $p < .05$.

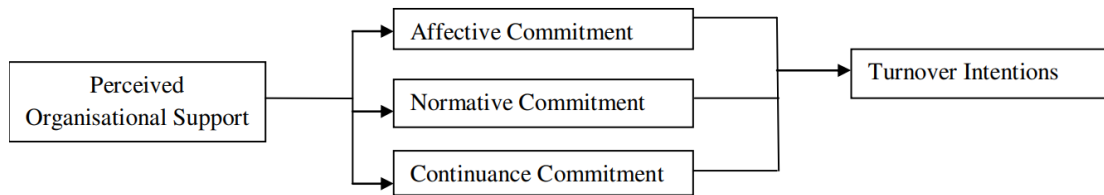


Figure 1. Proposed conceptual model.

Table 3. Mediated regression equations.

Equation	Dependent variable	Independent variable	Beta	T	Adj. R-square	F
1a	Intention to quit	Perceived organisational support	-.442**	-8.453**	.192	71.459**
2a	Affective commitment	Perceived organisational support	.507**	10.109**	.255	102.187**
2b	Normative commitment	Perceived organisational support	.556**	11.497**	.307	132.177**
2c	Continuance commitment	Perceived organisational support	.379**	7.029**	.141	49.412**
2d	Overall organisational commitment	Perceived organisational support	.327**	12.042**	.327	145.012**
3a	Intention to quit	Affective commitment	-.660**	-15.082**	.433	227.454**
3b	Intention to quit	Normative commitment	-.598**	-12.826**	.356	164.501**
3c	Intention to quit	Continuous commitment	-.539**	-11.001**	.289	121.032**
3d	Intention to quit	Overall organisational commitment	-.732**	-18.44**	.534	340.808**
4a	Intention to quit	Perceived organisational support	-.144**	-2.87**	.447	120.636**
		Affective commitment	-.597**	-11.700**		
4b	Intention to quit	Perceived organisational support	-.157**	-2.839**	.371	88.248**
		Normative commitment	-.511**	-9.206**		
4c	Intention to quit	Perceived organisational support	-.227**	-5.481**	.352	81.494***
		Continuance commitment	-.434**	-8.595**		
4d	Intention to quit	Perceived organisational support	-.032	-.661	.533	169.934***
		Overall commitment	-.713**	-14.706**		

*** p < .001;

** P < 0.01 level (1 tailed).

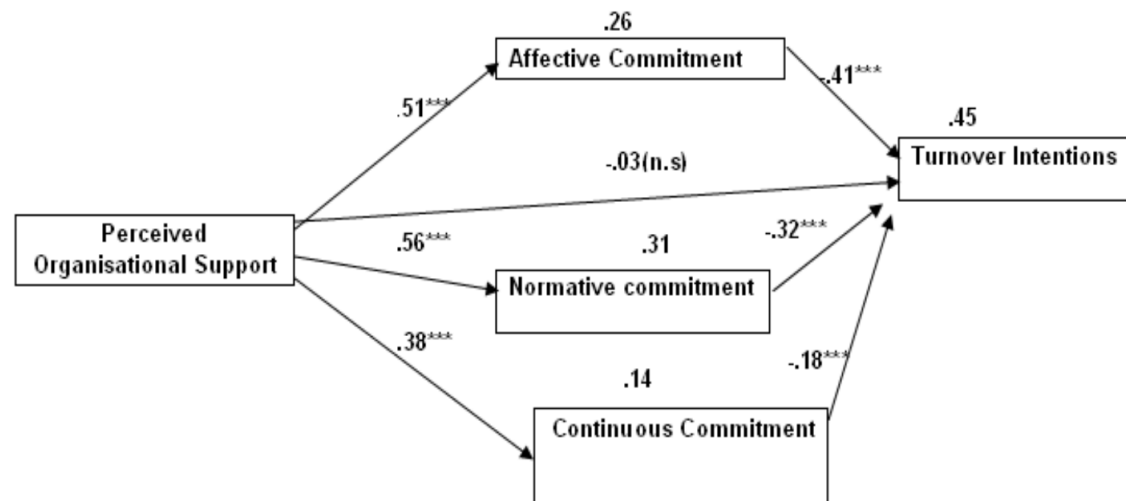


Figure 2. Standardised path coefficients of the structural model.

Notes: GFI =.977, AGFI =.930, CFI=.975, TLI = .962, RMSEA=.078, $\chi^2/df = 2.642$; ***p < .001
n.s. = not significant.

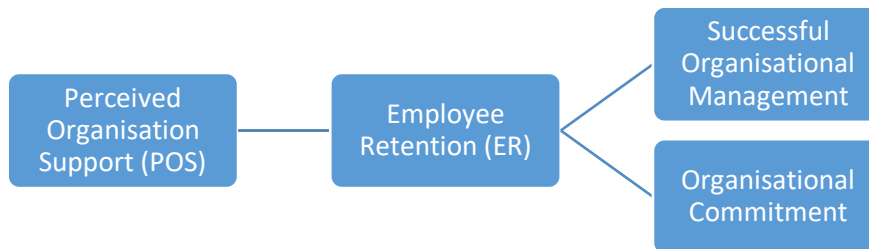
Hypothesis 4

H4 – There is mediating role of organisational commitment in achieving successful organisation management.

2.5 Research Framework

Research framework was established as such that questionnaires collected will be analysed with SPSS. Data were entered, reliability was tested, factor analysis done, multiple regression conducted, factor analysis conducted.

Descriptive statistics on the demographic were looked into as well.



2.6 Hypotheses Development

Deriving from the theoretical research framework, hypotheses were build:

Hypothesis 1

H1 – The tangible organizational support plays the role as employee retention strategy.

Hypothesis 2

H2 - The intangible organizational support plays the role as employee retention strategy.

Hypothesis 3

H3 – The tangible organizational support is beneficial to successful organizational management.

Hypothesis 4

H4 – The intangible organizational support is beneficial to successful organizational management.

2.7 Conclusion

Wrapping up Chapter 2, we can say that this gives clear insight on how the research had been developed and designed. Firstly, the research needs were identified, which is to close the gap of how perceived organizational support and employee retention can be beneficial to a larger extend. And at the same time, we will want to find out, if the perceived organizational support will be a strategic tool in employee retention. Further, we want to influence the concept of organisation in Malaysia, to let them understand that employees are an asset rather than a dispensable labour that can easily be replaced.

CHAPTER 3

METHODOLOGY

3.1 Introduction

Methodology refers to the methods researchers used in this study to collect data, to analyse data and to enter data. Data were entered into SPSS, and analyses developed with the same system. The questionnaires were developed using the tested scales from other scholars in this field of study.

3.2 Data Collection Methods

The primary data was collected by distribution of questionnaires using Google Form among working personnel in Malaysia which were conveniently reached within the contacts of researchers. The invitations of participation via the link were sent out as many as possible in social media platform, ie. WhatsApps, Facebook, and also through the individual emails to respondents from a few insitutions.

Respondents were communicated that their participation is voluntarily and all data collection will be conducted anonymously. There will be no monetary compensation upon the submission of their responses.

The Google Form consisting the cover note, the UTAR Personal Data Statement, the section that requires demographic information such as age group, gender, tenure with the organisation, educational qualification. The next section of the questionnaires are mainly questions for the data collection with reference to the tested scales developed by other researchers.

3.3 Target Population

Researcher had targeted respondents who work in organization currently located in Malaysia at the point when the data compilation was conducted via Google form questionnaires. The main reason that researcher reaching out to the targeted respondents who is currently working in the organization located within Malaysia is to look at how this issue perceived in Malaysia context. When researcher conduct a study in Malaysia context, we will know, if this organization behavior subject is a worldwide matter.

As can be detected from the respondents' working area, high percentage of respondents are actually worked in an organization situated in Klang Valley, Malaysia. Reason of this concentrated targeted population is due to researcher is adopting the convenient sampling method in obtaining the raw data from whom the contacts that researcher is having. Researcher had approached the ex-colleagues, course mates during undergraduate study in contributing their thoughts and also to reach out to their contacts, whom, mostly are now working in Klang Valley.

In this study, researcher had approached to those from the category of employee, rather than those from the employer category. The requirement of employed staff shall be those who worked for an organization, to be able to test the organization behavior with the main topic in 'perceived organizational support', 'employee retention', 'organisation commitment', and 'successful organisation management'. Hence, in this case, researcher has screened out those contact who is a freelancer, that they do not serve an organisation.

Another reason that researcher had approached to only employee category of respondents is considering to the topic of survey, the topic is mainly viewing from the perspective of how an employee think. And from what has been perceived by employee, what effect that the organisation will foresee, and what shall the organisation strategise themselves to avoid from falling into the pitfall.

3.4 Sampling Frame and Sampling Location

The research was aiming to target only working personnel that work within Malaysia, regardless of the gender, tenure and educational level. The sampling frame for this study is rather more flexible, as long as fulfilling the requirement that they are the working personnel who work in an organisation, within Malaysia. From the researcher's point of justification, all working personnel will be able to provide a constructive feedback, or comment of what they have perceived in this topic to enable more overall analysis of studying.

The sampling location that the researcher picked, has been based on the conveniences of data compilation. Sampling was compiled via the online method, using the technology of Google form which enable the compilation in electronic copy rather than the printed copy. Electronic copy of sampling method was seen to be much environmentally friendly. The link for the Google form was circulated via Whatsapps, Facebook and also emails.

3.5 Sample Size

As much as possible of links with questionnaires developed in Google Form were disseminated, however there are a total of 100 responses collected at the end of the survey period. That was deemed a success to get 100 responses in a short period of time, at the situation where researcher had faced the time constraint while compiling the primary data.

Researcher had learnt that in order to compile for an approximately 200 responses, which is as targeted at the early of the research, there shall be more time allocated to compile the primary data. There shall be at least a three months duration designated just for reaching out to the respondents including the prompting, and also to approach those who are not in researcher's contact list.

3.6 Data Collection Procedure

Firstly, the research proposal established with the development of research objectives, research questions and also the hypotheses.

Secondly, the scales of constructs adopted from the previous researchers and scholars to be further establish into research questionnaires.

Thirdly, the research questionnaires developed for the collection of primary data.

Fourth, the data collected from the Google form were then tabulated with the SPSS and the results were analysed.

In between, ethics clearance was also obtained its approval from the UTAR.

3.7 The Pretest Stage of Research

Prior to come out with the idea on a specific topic for this proper study, researcher has been researching on the topic under organisational behavior. And linking with own understanding from the worklife experiences, researcher noticed that there is still huge impact of ‘perceived organisational support’ plays onto the employees, and towards the organisation at large.

Analysing if to get the win – win situation, all types of support from the organisation is highly regarded at. With the increase of intelligence cognitively of the workers today at this era of globalisation, researcher see that this piece of organisational behavior has been looked at as imperatively crucial. In this new era that is globalised, knowledge and information sharing has no border in between each other and it is travelling fast with just one click from the technology device. This situation is especially true, when we are having high speed optical cable to transmit the data, if talking about the Internet.

After determining that this research will be studying under the topic of perceived organisational support, ample readings were done to have more understanding on various discussions, prior

research works, prior findings including the theory, the findings and other substances related to research and this topic.

Theories from scholars were examined at, and researcher conducted many discussions with the other researchers for getting insight into the study before coming out with the research questions for establishing research skeleton for own study.

After feedback or comment gained from the first batch of pilot testing proof readers, some extensive corrections were made to further revise the disseminated version so that it will be literally make sense to the respondents when they are answering the questions.

Part of the reason for the derived of research interest in this current topic is, researcher had felt that while as an employee who has relentlessly contributing the effort and time in an organisation, it is also obligated fair that employee shall be treated fairly well by the organisation as a return. This is similar to the born concept of barter system which is also practicably carried out when human has no trading unit in gold, or the monetary terms. In here, we have found out that this concept was explained by Blau's reciprocity theory.

When workers contributed the time, efforts and knowledge, they will highly hoping to get back something in return which we may utilised as a tool to upgrade own and family life. (Researcher had opted to use the pronoun of 'wee' here, depicting the same thoughts as other who is also a worker under an organisation).

Reliability tested scales from other scholars were gathered and certain questions were picked out to be included into the survey questionnaires for this study considering its matching in this society. Questionnaires to be completed within 15 minutes of duration were developed, and being distributed to a few respondents to test out the experience in survey responses, proof reading and also to eliminate complexity under the Malaysia context.

Data collection action is then started by disseminating the survey links to the contact list of researcher, WhatsApp contact list, posting onto social media platform and also through a blast mail within a few institutions in Klang Valley. As researcher had originated from Penang Island, the survey link is also circulated among Penangists and had contributed as the second large responded grouping. The major group of respondents in this survey are contributed by

employees who work within Klang Valley. This is because researcher had developed friends list and contacts while being a worker in Klang Valley for 9 years since year 2010.

3.8 The Final Stage of Research

Responses collected using Google form are then summarized using the Excel document spreadsheet. All information obtained will then be tabulated into the SPSS software for the purpose of running the analyses which will be presented in this study.

After the results generated from SPSS, analyses conducted. This is to empirically review the observed patterns and outcome in this study with the theories spelt out by other scholars. Ample readings were also committed so that more knowledge built up to enhance the interpretation into this research.

Discussions were established with other researchers who are conducting research in another field under the same postgraduate programme. This is as the purpose of knowledge sharing and in conjunction with information exchanges so that the right paper procedure adhered to.

3.9 Constructs Measurement

Perceived Organisational Support

The original scales with 36 items was developed by Eisenberger and partners in 1986. Cronbach's Alpha of .97 was achieved by Eisenberger and partners. And the scales with 16 items was then improved and tested its reliability. In this study, researchers adopted the latest 8 items scales for testing the POS outcomes of employees.

1. My organisation really cares about my well being.
2. My organisation strongly considers my goals and values.
3. My organisation shows little concern for me. (R)
4. My organisation cares about my opinions.
5. My organisation is willing to help me if I need a special favour.
6. Help is available from my organisation when I have a problem.
7. My organisation would forgive an honest mistake on my part.
8. If given the opportunity, my organisation would take advantage of me. (R)

Initially, in Year 1986, the ‘Perceived Organisational Support Theory’ was first found by the researchers, Eisenberger, Huntington, Hutchison and Sowa. At that time, the group of companion researchers had come out with a measurement scales of 36 items. And in the later years, they have noted that the similar effectiveness has been proven even when the measurement scales decreased to 16 items. At the most recent findings, the researchers have confirmed that even the 8 items scales play a similar function.

Considering that the 8 items scales not only beneficial in terms of promising a shorten questionnaires answering duration, but also will be effectively testing the respondents’ perceived organisational supports they enjoyed from the organisation they are serving. Hence, the 8 items scales were adopted for the simplicity, precisely and conveniences towards the respondents, whose time is valuable as we are targeting working personnel.

Researcher had concern that when there are too many items of questionnaires, there are certain risks administered. When respondents lost their patience, they might be answering the questions in a way that is not truly and appropriately representing their thoughts. When there are situations where a few questions are actually leading to a research findings but it were just merely a different in the questionnaires styles, wordings and reverted methods, respondents might get confused and providing the answers that are contradicting and thus affected the research study analyses.

Employee Retention

Four items from the scales developed by Kyndt, Dochy, Michielsen and Moeyaert were used in this study questionnaires. The previous study shows a Cronbach’s Alpha α of .91.

Similarly, the scholars Kyndt, Dochy, Michielsen and Moeyaert (2009) scales of employee retention was originally having eleven items for measurement. When found that there are a few of the questions that actually redundantly interpreted the same meaning, hence, researcher had decided to drop those that are deemed complicated and redundant.

-
1. I'm planning on working for another company within a period of three years.
 2. Within this company my work gives me satisfaction.
 3. If I wanted to do another job or function, I would look first at the possibilities within this company.
 4. I see a future for myself within this company.

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 6 iterations.

Values under .40 suppressed.

Factor items employee retention

Dependent factor: **Employee retention** (explained variance 49.13%, $\alpha=.91$)

- a. I'm planning on working for another company within a period of three years.
- b. Within this company my work gives me satisfaction.
- c. If I wanted to do another job or function, I would look first at the possibilities within this company.
- d. I see a future for myself within this company.
- e. It doesn't matter if I'm working for this company or another, as long as I have work.
- f. If it were up to me, I will definitely be working for this company for the next five years.
- g. If I could start over again, I would choose to work for another company.
- h. If I received an attractive job offer from another company, I would take the job.
- i. The work I'm doing is very important to me.
- j. I love working for this company.
- k. I have checked out a job in another company previously.

Factor loadings employee retention

Organisational Commitment

The affective commitment scale developed by Meyer and Allen (1997) was used. Other scholars' research findings using Cronbach's α is .85.

The scales used including the below:

1. I feel a strong sense of belonging to my organisation.
 2. I feel personally attached to my work organisation.
 3. Working at my organisation has a great deal of personal meaning to me.

The scales are being transformed into questions with answer sought from the 7 points Likert Scale being 1 as ‘strongly agree’ and 7 as ‘strongly disagree’.

Table 1
Confirmatory Factor Item Loadings: Study 1

Factor and item	Loading
Perceived Organizational Support ^a	
1. My organization really cares about my well-being.	.84
2. My organization strongly considers my goals and values.	.83
3. My organization shows little concern for me. (R)	.81
4. My organization cares about my opinions.	.81
5. My organization is willing to help me if I need a special favor.	.76
6. Help is available from my organization when I have a problem.	.68
7. My organization would forgive an honest mistake on my part.	.65
8. If given the opportunity, my organization would take advantage of me. (R)	.54
Affective Organizational Commitment ^b	
1. I feel a strong sense of belonging to my organization.	.89
2. I feel personally attached to my work organization.	.86
3. I am proud to tell others I work at my organization.	.76
4. Working at my organization has a great deal of personal meaning to me.	.75
5. I would be happy to work at my organization until I retire.	.61
6. I really feel that problems faced by my organization are also my problems.	.41
Organizational Rewards ^c	
1. Recognition for good work	.91
2. Opportunity for advancement	.51
3. Opportunity for high earnings	.49
Procedural Justice ^d	
1. I am usually not told about important things that are happening in this work organization. (R)	.72
2. Decisions in work are usually made without consulting the people who have to live with them. (R)	.68
3. Meetings are frequently held to discuss work problems with my co-workers and me.	.43
Supervisor Support ^e	
1. My supervisor cares about my opinions.	.86
2. My work supervisor really cares about my well-being.	.86
3. My supervisor strongly considers my goals and values.	.81
4. My supervisor shows very little concern for me. (R)	.80

Note. $N = 367$. All loadings are standardized. R = reverse scored.

^a Items are from the short form of the Survey of Perceived Organizational Support (Eisenberger et al., 1997; Lynch et al., 1999). ^b Items 1, 2, 4, 5, and 6 are from the Affective Commitment Scale (Meyer & Allen, 1997, with permission from Sage Publications); Item 3 is adapted from the Organizational Commitment Questionnaire (Mowday et al., 1979). ^c Items are adapted from Eisenberger et al. (1997). ^d Items are from Beehr et al. (1976). ^e Items are adapted from Eisenberger et al. (1986).

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter will present the analyses and statistical data developed from SPSS obtained from the primary data of questionnaires survey. There are 101 samples successfully collected after ‘Ethics Clearance’ approval given by UTAR Scientific and Ethical Review Committee (SERC) to conduct data collection through the survey method.

Generally explaining, the data compiled by the researcher from the 101 respondents through the questionnaires in Google form were tabulated into the SPSS software system. Analyses were conducted with the SPSS using the descriptive analysis, and multivariate analysis.

Data generated were then examined closely so that the statistics can be interpreted into a series of explanation which can justify the hypotheses developed from the research questions in Chapter 2.

4.2 Descriptive analysis

Descriptive statistics is also known as the summary statistics, these data play a function to communicate the specification of a data in a better way which can be comprehended to enable in depth understanding from the researcher, reader and user.

Descriptive analyses in this study were referring to the variables of:

1. Categorical Variables – variables that are able to be grouped.
 - 1.1 Dichotomous variables - gender

1.2 Polychotomous variables – job status

2. Continuous Variables – variables that are continuously running in the sense of having descending or ascending order.

Example: Age

4.3 Multivariate Analysis

Multivariate analysis is able to estimate an outcome for a continuous variable. Multiple regression shows the analyses on the relationship between each of the constructs, in the terms of research, it was seen as the identifier for the predictor or outcome which are statistically correlate with each other with the ($p \leq .05$). If ($p > .05$), then it will be determined as statistically insignificant, in which to say that it is irrelevant.

4.4 Code Book for the SPSS Data Entry – Demographic

While entering information into SPSS, researcher had defined the codes for each of the data in the questionnaires listed for reference, as below:

Category	0	1	2	3	4	5
Gender	Male	Female	-	-	-	-
Age Group	20 - 29	30 - 39	40 - 49	50 - 59	60 - 69	-

Category	0	1	2	3	4	5
Type of Organisation	Public	Private	Semi-Government	Non-Profit Organisation	-	-
Employment Status	Probationary	Contract Staff	Freelancer	Confirmed Permanent Staff	-	-
Tenure	< 6 months	6 months – 1 year	1 year 1 day – 5 years	5 years 1 day – 10 years	> 10 years	

Category	0	1	2	3	4	5
Education qualification	PhD / Doctorate	Master Degree	Undergraduate Degree	Diploma	STPM	
Job Nature	Admin	Engineering	Academic	Artist	Medical	Banking
Job Level	Management	Junior Executive	Senior Executive	Senior Management	-	-

Table 7. Code Book for SPSS Data Entry (Demographic Variables)

4.5 Code Book for the SPSS Data Entry – Constructs

Constructs	1	2	3	4	5	6	7
POS 1	Strongly Agree	Agree	More or Less Agree	Undecided	More or Less Disagree	Disagree	Strongly Disagree
POS 2							
POS 3							
ER 1							
ER 2							
ER 3							
OM 1							
OM 2							
OM 3							

Table 8. Code Book for SPSS Data Entry (Construct)

Reference to the acronyms of constructs:

Acronyms	Scales Reference
POS 1	Perceived organisational support
POS 2	
POS 3	
ER 1	Employee retention
ER 2	
ER 3	
OM 1	Organisational management
OM 2	
OM 3	

Correlations

Descriptive Statistics			
	Mean	Std. Deviation	N
POS1	3.6634	1.52497	101
POS2	3.6733	1.49739	101
POS3	4.9010	5.29623	101
ER1	3.9604	1.93350	101
ER2	3.1400	1.88036	100
ER3	3.4554	1.83589	101
OC1	3.6832	1.69665	101
OC2	3.4554	1.59703	101
OC3	3.3663	1.50148	101

Researcher had computed the 101 sample answers that are using 7 point Likert scales into SPSS, and the information of 'Mean' and 'Standard deviation' are developed. We can see that each of the constructs are not far deviating from each other. Except that in POS 3, there could be some error happening in the data.

		Correlations								
		POS1	POS2	POS3	ER1	ER2	ER3	OC1	OC2	OC3
POS1	Pearson Correlation	1	.678**	-.179	-.252*	.404**	.452**	.527**	.503**	.578**
	Sig. (2-tailed)		.000	.074	.011	.000	.000	.000	.000	.000
	Sum of Squares and Cross-products	232.554	154.891	-144.366	-74.347	114.480	126.485	136.228	122.485	132.455
	Covariance	2.326	1.549	-1.444	-.743	1.156	1.265	1.362	1.225	1.325
	N	101	101	101	101	100	101	101	101	101
POS2	Pearson Correlation	.678**	1	-.189	-.222*	.402**	.462**	.628**	.598**	.539**
	Sig. (2-tailed)	.000		.058	.026	.000	.000	.000	.000	.000
	Sum of Squares and Cross-products	154.891	224.218	-150.267	-64.307	112.620	127.030	159.545	143.030	121.089
	Covariance	1.549	2.242	-1.503	-.643	1.138	1.270	1.595	1.430	1.211
	N	101	101	101	101	100	101	101	101	101

POS3	Pearson Correlation	-.179	-.189	1	.084	-.072	-.008	-.237*	-.218*	-.207*
	Sig. (2-tailed)	.074	.058		.406	.479	.939	.017	.028	.038
	Sum of Squares and Cross-products	-144.366	-150.267	2805.010	85.604	-70.880	-7.446	-213.168	-184.446	-164.337
	Covariance	-1.444	-1.503	28.050	.856	-.716	-.074	-2.132	-1.844	-1.643
	N	101	101	101	101	100	101	101	101	101
ER1	Pearson Correlation	-.252*	-.222*	.084	1	-.184	-.288**	-.318**	-.399**	-.253*
	Sig. (2-tailed)	.011	.026	.406		.067	.004	.001	.000	.011
	Sum of Squares and Cross-products	-74.347	-64.307	85.604	373.842	-66.440	-102.178	-104.267	-123.178	-73.535
	Covariance	-.743	-.643	.856	3.738	-.671	-1.022	-1.043	-1.232	-.735
	N	101	101	101	101	100	101	101	101	101
ER2	Pearson Correlation	.404**	.402**	-.072	-.184	1	.509**	.448**	.474**	.316**
	Sig. (2-tailed)	.000	.000	.479	.067		.000	.000	.000	.001
	Sum of Squares and Cross-products	114.480	112.620	-70.880	-66.440	350.040	174.700	141.620	141.560	88.820
	Covariance	1.156	1.138	-.716	-.671	3.536	1.765	1.431	1.430	.897
	N	100	100	100	100	100	100	100	100	100
ER3	Pearson Correlation	.452**	.462**	-.008	-.288**	.509**	1	.644**	.662**	.628**
	Sig. (2-tailed)	.000	.000	.939	.004	.000		.000	.000	.000
	Sum of Squares and Cross-products	126.485	127.030	-7.446	-102.178	174.700	337.050	200.574	194.050	173.149
	Covariance	1.265	1.270	-.074	-1.022	1.765	3.370	2.006	1.940	1.731
	N	101	101	101	101	100	101	101	101	101
OC1	Pearson Correlation	.527**	.628**	-.237*	-.318**	.448**	.644**	1	.833**	.753**
	Sig. (2-tailed)	.000	.000	.017	.001	.000	.000		.000	.000

	Sum of Squares and Cross-products	136.228	159.545	-213.168	- 104.267	141.620	200.574	287.861	225.574	191.723
	Covariance	1.362	1.595	-2.132	-1.043	1.431	2.006	2.879	2.256	1.917
	N	101	101	101	101	100	101	101	101	101
OC2	Pearson Correlation	.503**	.598**	-.218*	-.399**	.474**	.662**	.833**	1	.693**
	Sig. (2-tailed)	.000	.000	.028	.000	.000	.000	.000		.000
	Sum of Squares and Cross-products	122.485	143.030	-184.446	- 123.178	141.560	194.050	225.574	255.050	166.149
	Covariance	1.225	1.430	-1.844	-1.232	1.430	1.940	2.256	2.550	1.661
	N	101	101	101	101	100	101	101	101	101
OC3	Pearson Correlation	.578**	.539**	-.207*	-.253*	.316**	.628**	.753**	.693**	1
	Sig. (2-tailed)	.000	.000	.038	.011	.001	.000	.000	.000	
	Sum of Squares and Cross-products	132.455	121.089	-164.337	-73.535	88.820	173.149	191.723	166.149	225.446
	Covariance	1.325	1.211	-1.643	-.735	.897	1.731	1.917	1.661	2.254
	N	101	101	101	101	100	101	101	101	101

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

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

Frequencies

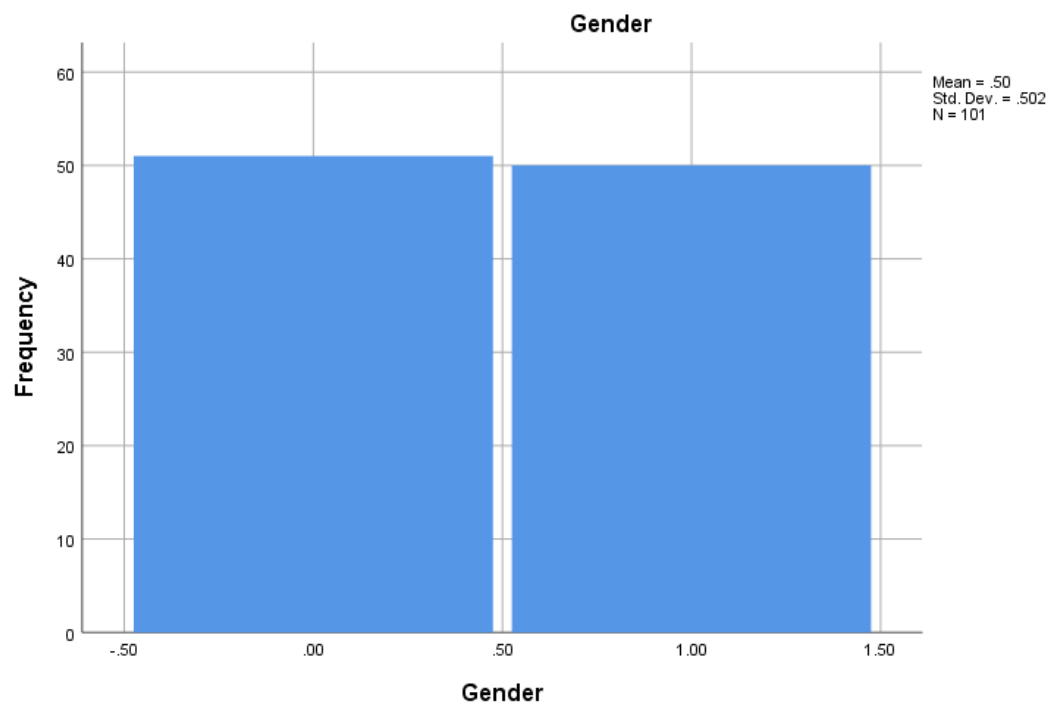
		Statistics							
		Gender	Age	Organisatio n	Employmen t	Tenure	Educatio n	Job	Level
N	Valid	101	101	101	100	101	101	90	91
	Missing	0	0	0	1	0	0	11	10
Mean		.4950	1.5050	1.1089	2.4300	2.3663	1.0693	1.6889	1.1978
Std. Error of Mean		.05000	.09812	.06880	.09771	.10966	.09362	.13560	.10273
Median		.4950 ^a	1.4110 ^a	1.0244 ^a	2.6364 ^a	2.3939 ^a	.9857 ^a	1.6129 ^a	1.2364 ^a
Mode		.00	1.00	1.00	3.00	2.00	1.00	2.00	2.00
Std. Deviation		.50247	.98614	.69139	.97706	1.10202	.94082	1.28644	.98002
Variance		.252	.972	.478	.955	1.214	.885	1.655	.960
Skewness		.020	.688	1.520	-1.358	-.270	.595	.865	-.048
Std. Error of Skewness		.240	.240	.240	.241	.240	.240	.254	.253
Kurtosis		-2.040	.063	3.048	.299	-.304	-.151	1.131	-1.394
Std. Error of Kurtosis		.476	.476	.476	.478	.476	.476	.503	.500
Range		1.00	4.00	3.00	3.00	4.00	4.00	5.00	3.00
Minimum		.00	.00	.00	.00	.00	.00	.00	.00
Maximum		1.00	4.00	3.00	3.00	4.00	4.00	5.00	3.00
Sum		50.00	152.00	112.00	243.00	239.00	108.00	152.00	109.00

a. Calculated from grouped data.

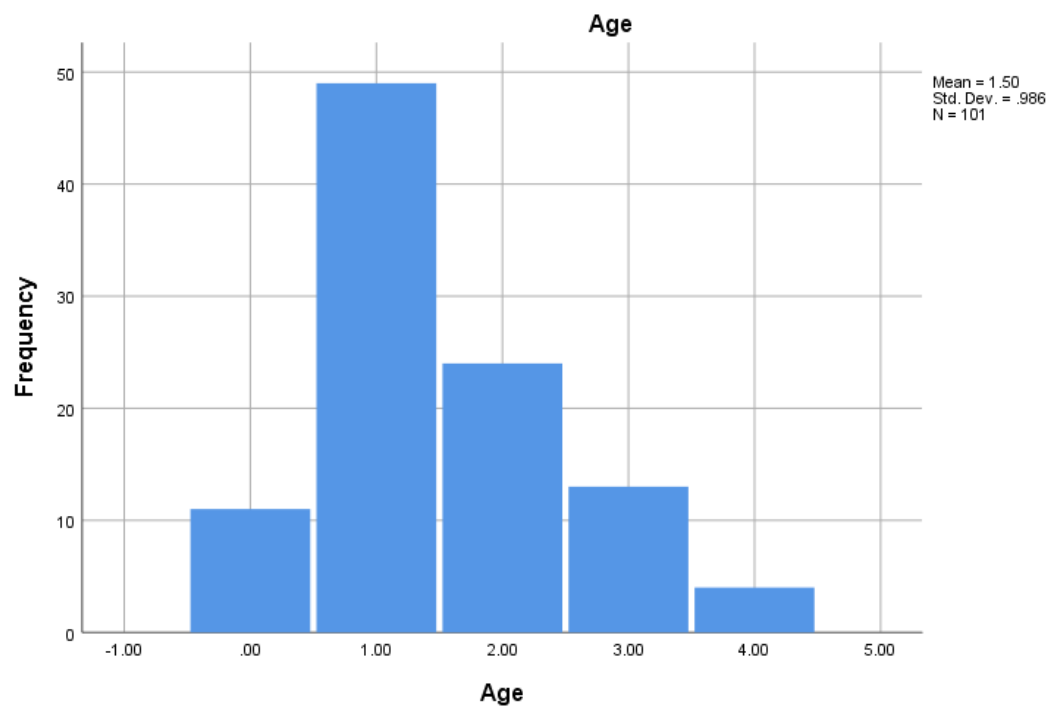
Observing from the results tabling as the above, we can see that mostly all descriptive variables are valid, except the variables of 'job type' and 'job level' are both having observable missing data. This is due to the vast varieties of job type and job level that had been communicated by the respondents' organisation differently from researcher.

Frequency Table

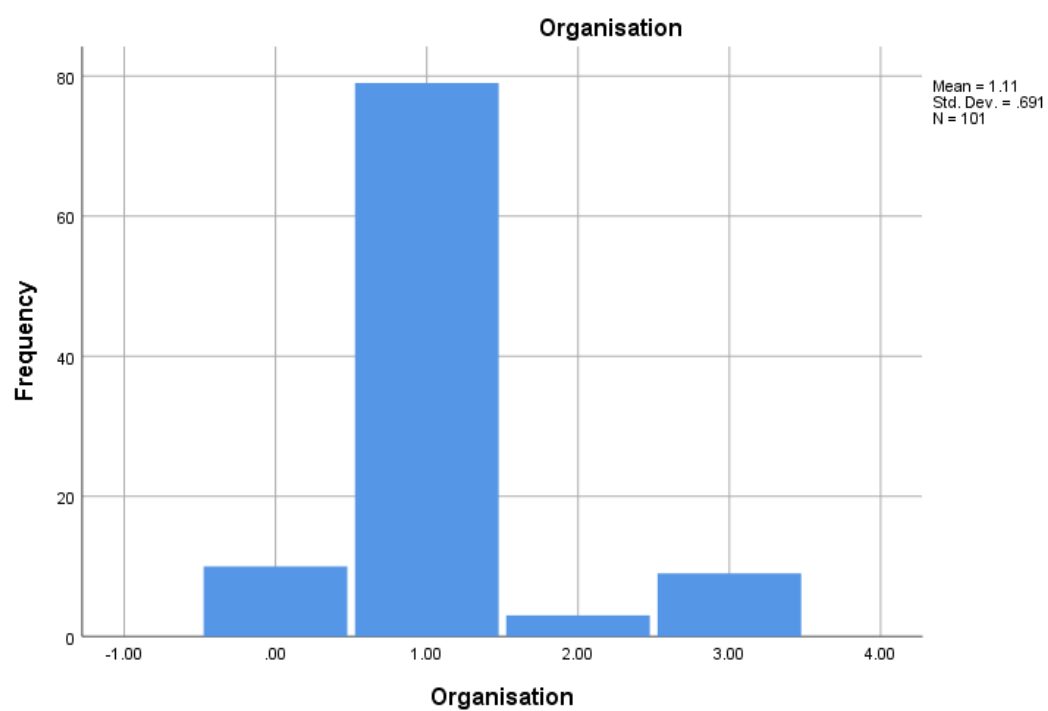
		Gender			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	51	50.5	50.5	50.5
	Female	50	49.5	49.5	100.0
	Total	101	100.0	100.0	



		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	20 - 29	11	10.9	10.9	10.9
	30 - 39	49	48.5	48.5	59.4
	40 - 49	24	23.8	23.8	83.2
	50 - 59	13	12.9	12.9	96.0
	60 - 69	4	4.0	4.0	100.0
	Total	101	100.0	100.0	

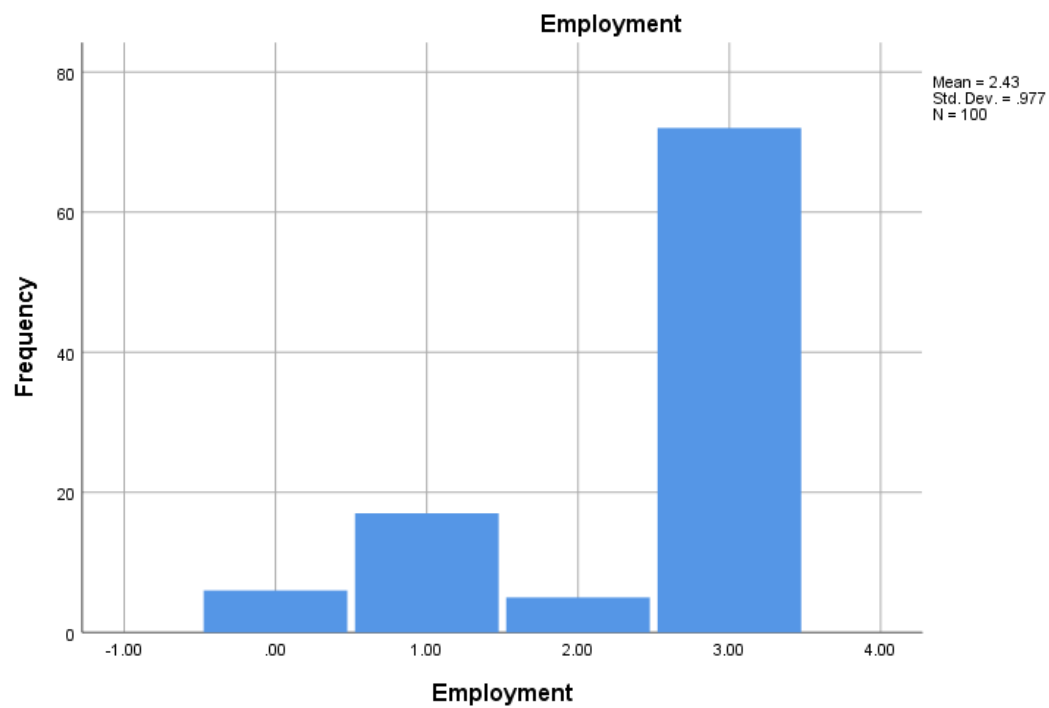


		Organisation			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	10	9.9	9.9	9.9
	Private	79	78.2	78.2	88.1
	Semi-Government	3	3.0	3.0	91.1
	Non-profit organisation	9	8.9	8.9	100.0
	Total	101	100.0	100.0	

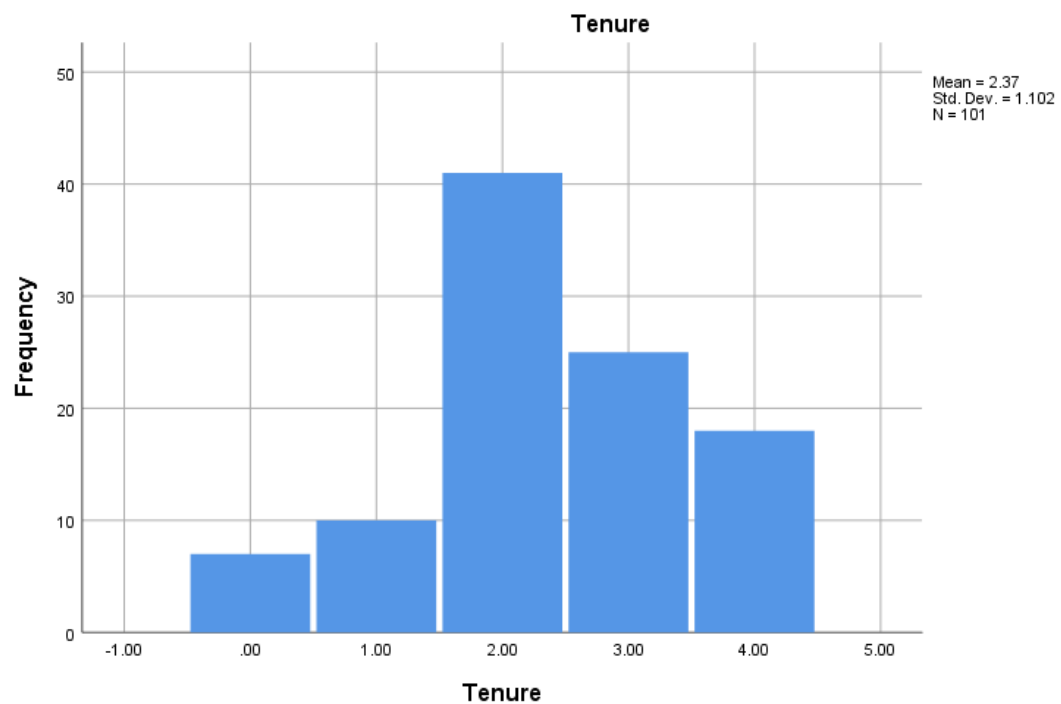


Employment

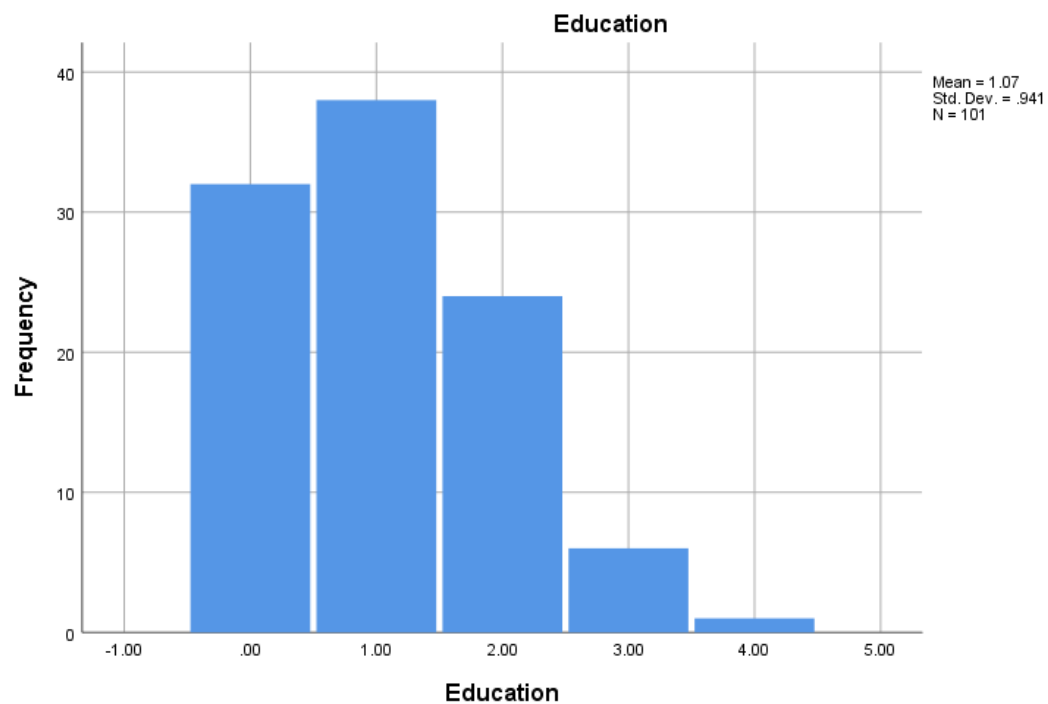
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Probationary	6	5.9	6.0	6.0
	Contract Staff	17	16.8	17.0	23.0
	Freelancer	5	5.0	5.0	28.0
	Confirmed permanent staff	72	71.3	72.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



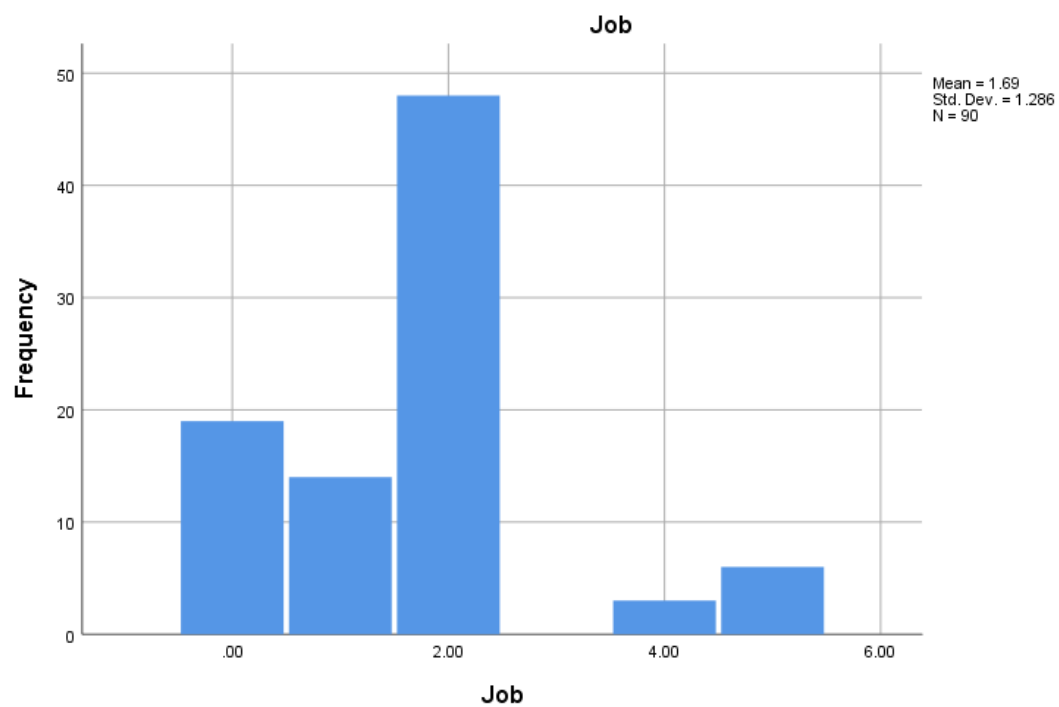
Tenure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	7	6.9	6.9	6.9
	6 months - 1 year	10	9.9	9.9	16.8
	1 year 1 day - 5 years	41	40.6	40.6	57.4
	5 years 1 day - 10 years	25	24.8	24.8	82.2
	More than 10 years	18	17.8	17.8	100.0
	Total	101	100.0	100.0	



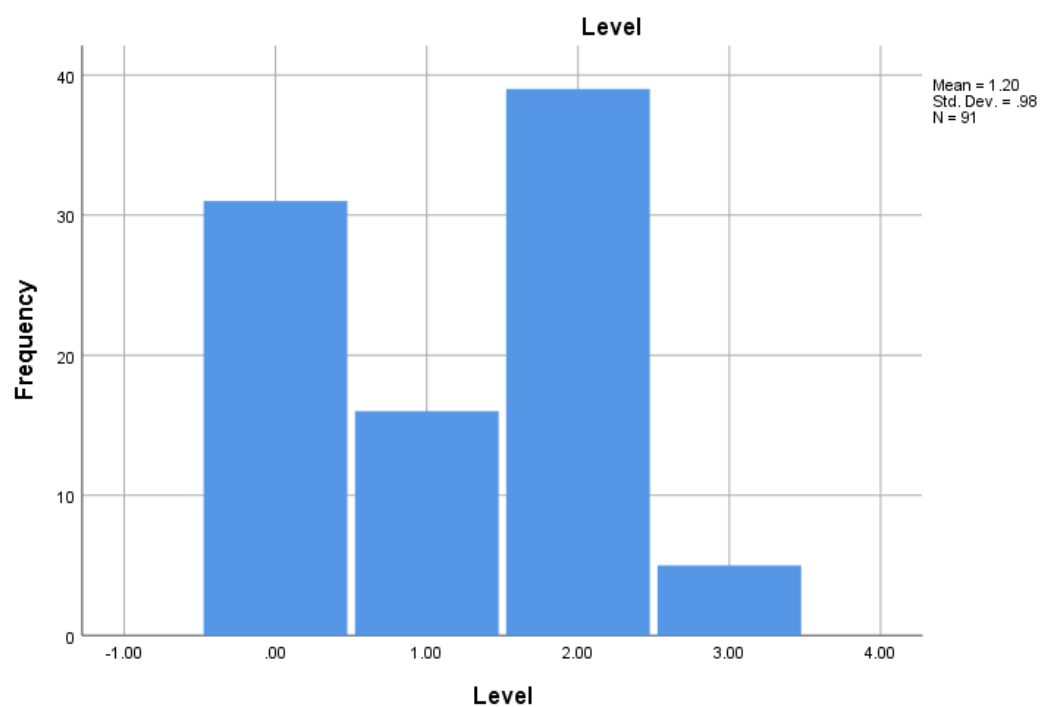
		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD/Doctoral	32	31.7	31.7	31.7
	Master/Postgraduate	38	37.6	37.6	69.3
	Degree	24	23.8	23.8	93.1
	Diploma	6	5.9	5.9	99.0
	STPM	1	1.0	1.0	100.0
	Total	101	100.0	100.0	



		Job			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Administration	19	18.8	21.1	21.1
	Engineering	14	13.9	15.6	36.7
	Academic	48	47.5	53.3	90.0
	Medical	3	3.0	3.3	93.3
	Banking	6	5.9	6.7	100.0
	Total	90	89.1	100.0	
Missing	System	11	10.9		
Total		101	100.0		



		Level			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Management	31	30.7	34.1	34.1
	Junior Executive	16	15.8	17.6	51.6
	Senior Executive	39	38.6	42.9	94.5
	Senior Management	5	5.0	5.5	100.0
	Total	91	90.1	100.0	
Missing	System	10	9.9		
Total		101	100.0		



3.6 Data Interpretation

Gender

Referring to the generated data set, we can see that this study was responded equally from both the gender, and we are saying that this study treated both gender as equally and the responses from both genders contributed greatly to this study. This data set gives an unbiased examination for both the male and female. Though in this study researcher does not plan to have a survey if different gender depict differently on the constructs of perceived organisational behavior, employee retention, organisation management and also the organisational commitment.

		Frequency	Percent
Valid	Male	51	50.5
	Female	50	49.5
	Total	101	100.0

Age Group

Looking at the age group which had contributed largely from the group of 30 – 39 that constituted a 48.5 % from all 101 responded samples, this group consists of those Generation Y (born in between 1980 – 1994) are considered as the population that was firstly exposed with the idea of globalisation. The responses from this group of employees is identified as justifiable in looking at the physical and psychological rights as in this study due to the characteristics of the group been known to be more vocal and knowledgeable. This situation is opposite and seen a change compared to the age group of baby boomers (1944 – 1964) in which they are seen as a more obedient employees.

Job Related Variables

The variable	Highest Contributing Group	Number	Percentage
Type of organisation	Private	79	78.2 %
Job condition	Confirmed permanent staff	72	71.3 %
Tenure	1 year 1 day – 5 years	41	40.6 %

Looking at the summarized table as the above, employees in Malaysia that are contributing mostly in this survey questionnaires are generally from private organisation. As we understand from the perspective of management, that private organisation is even having more struggle competence with other institutions in order to strive for the sustainability and to outperformed the other competitor in the same market. Hence, the study to look into the perceived organisational support by the private organisation has even contributed exponentially in this research.

The validity from the data collected and analysed at is having powerful impact of word, to prove to the management in an organisation, especially from the private sector to start highly looking into the aspect of perceived organisational support as a reliable corporate strategy in human resource management and also the organisation management.

The tenure group of respondents are majority contributed by those who had worked for 1 year 1 day until 5 years in an organisation. The responses from this group is best looked at and examined into, with the justification from researcher that even though an employee may be committed towards an organisation, however, a maximum of five years being seen as having enough duration to observe and judge if the support given by an organisation is sufficient. In this case, the positive outcome if the perceived organisational support is sufficient and at satisfactory level, then the employee retention strategy works, and this will bring the chaining benefit on organisation management with the commitment from the group of employees.

Tenure variables were designed in such a way that is not having equivalent interval in between, due to consideration as elaborated below, targeting each of the continuous variables:

Tenure	Justification of consideration
< 6 months	Commonly that is the duration for a probationary period. If a fresh employee perceived that they are not being supported well by the organisation, majority will choose to leave the organisation when their terms of leaving the organisation is short, ie. 2 weeks or 1 week.
6 months - 1 year	Some organisation or profession still having the probationary period up to 1 year. Similar justification and area of consideration as the above. Judging from experience, there are also contributing factor that causes voluntary turnover from an employee once they have learnt the organisational behaviour within the organisation. The group of employees may utilise some time in practically adjusting themselves, for any failure of adjustment, employees will choose to voluntarily withdraw themselves.
1 year 1 day – 5 years	Fairly well adjustment period for exploration, tackling challenges and solving obstacles.
5 years 1 day – 10 years	Loyalty duration. Adjusted and might work on for the long service award, as observed from certain institutions.
> 10 years	Loyalty duration. This might going for longer tenure with the organisation.

Table 9. Descriptive Analysis of Tenure

In this study, due to having observable error or missing data for the variables of job level and type of job, hence researcher is not looking into the data studying nor making any conclusion.

Education Qualification

Respondents for this study came from well educated group, and hence the data collected matched with the speculation from researcher, that due to the globalisation era, there are increasing in knowledge worker or, they are the employees that are able to realise the legal rights of one's own. These group of adequately high educated employees are seen as informative candidates who are qualified in judgmental evaluation and thus, the research data collected can be said having its validity and reliability. This is notable, when respondents are having the knowledge and language proficiency in understanding the questionnaires and are able to make a justifiable evaluation. These are able to help researcher in data collection and data interpretation; this is evident by minimal missing data in the samples.

Variable	Level	Number	Percentage
Education Qualification	PhD / Doctorate	32	31.7 %
	Master Degree	38	37.6 %
	Bachelor Degree	21	23.8 %
	Sum	91	93.1 %
	Total samples	101	100%

Table 10.Variable ‘Education Qualification’

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
POS1	101	1.00	7.00	3.6634	1.52497
POS2	101	1.00	7.00	3.6733	1.49739
POS3	101	1.00	7.00	4.9010	5.29623
ER1	101	1.00	7.00	3.9604	1.93350
ER2	100	1.00	7.00	3.1400	1.88036
ER3	101	1.00	7.00	3.4554	1.83589
OC1	101	1.00	7.00	3.6832	1.69665
OC2	101	1.00	7.00	3.4554	1.59703
OC3	101	1.00	7.00	3.3663	1.50148
Valid N (listwise)	100				

Descriptives

Descriptive Statistics													
	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Error	Statistic	Error
POS1	101	6.00	1.00	7.00	370.00	3.6634	.15174	1.52497	2.326	.468	.240	-.305	.476
POS2	101	6.00	1.00	7.00	371.00	3.6733	.14900	1.49739	2.242	.341	.240	-.437	.476
POS3	101	54.00	1.00	55.00	495.00	4.9010	.52700	5.29623	28.050	8.596	.240	81.957	.476
ER1	101	6.00	1.00	7.00	400.00	3.9604	.19239	1.93350	3.738	-.045	.240	-	.476
ER2	100	6.00	1.00	7.00	314.00	3.1400	.18804	1.88036	3.536	.770	.241	-.459	.478
ER3	101	6.00	1.00	7.00	349.00	3.4554	.18268	1.83589	3.370	.508	.240	-.717	.476

OC1	101	6.00	1.00	7.00	372.0 0	3.683 2	.168 82	1.6966 5	2.879	.424	.24 0	-.682	.47 6
OC2	101	6.00	1.00	7.00	349.0 0	3.455 4	.158 91	1.5970 3	2.550	.781	.24 0	-.099	.47 6
OC3	101	6.00	1.00	7.00	340.0 0	3.366 3	.149 40	1.5014 8	2.254	.724	.24 0	-.151	.47 6
Valid N (listwise)	100												

Frequencies

		Statistics								
		POS1	POS2	POS3	ER1	ER2	ER3	OC1	OC2	OC3
N	Valid	101	101	101	101	100	101	101	101	101
	Missing	0	0	0	0	1	0	0	0	0
Mean		3.6634	3.6733	4.9010	3.9604	3.1400	3.4554	3.6832	3.4554	3.3663
Std. Error of Mean		.15174	.14900	.52700	.19239	.18804	.18268	.16882	.15891	.14940
Median		3.5532 ^a	3.5745 ^a	4.5641 ^a	4.0476 ^a	2.7111 ^a	3.2162 ^a	3.4878 ^a	3.1739 ^a	3.1087 ^a
Mode		4.00	3.00	6.00	4.00	2.00	2.00	3.00	2.00	2.00
Std. Deviation		1.52497	1.49739	5.29623	1.93350	1.88036	1.83589	1.69665	1.59703	1.50148
Variance		2.326	2.242	28.050	3.738	3.536	3.370	2.879	2.550	2.254
Skewness		.468	.341	8.596	-.045	.770	.508	.424	.781	.724
Std. Error of Skewness		.240	.240	.240	.240	.241	.240	.240	.240	.240
Kurtosis		-.305	-.437	81.957	-1.009	-.459	-.717	-.682	-.099	-.151
Std. Error of Kurtosis		.476	.476	.476	.476	.478	.476	.476	.476	.476
Range		6.00	6.00	54.00	6.00	6.00	6.00	6.00	6.00	6.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		7.00	7.00	55.00	7.00	7.00	7.00	7.00	7.00	7.00
Sum		370.00	371.00	495.00	400.00	314.00	349.00	372.00	349.00	340.00

a. Calculated from grouped data.

Frequency Table

POS1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	4.0	4.0	4.0
	Agree	23	22.8	22.8	26.7
	More or less agree	21	20.8	20.8	47.5
	Undecided	26	25.7	25.7	73.3
	More or less disagree	16	15.8	15.8	89.1
	Disagree	4	4.0	4.0	93.1
	Strongly disagree	7	6.9	6.9	100.0
	Total	101	100.0	100.0	

POS2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	5.0	5.0	5.0
	Agree	19	18.8	18.8	23.8
	More or less agree	26	25.7	25.7	49.5
	Undecided	21	20.8	20.8	70.3
	More or less disagree	19	18.8	18.8	89.1
	Disagree	6	5.9	5.9	95.0
	Strongly disagree	5	5.0	5.0	100.0
	Total	101	100.0	100.0	

POS3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	5.9	5.9	5.9
	Agree	8	7.9	7.9	13.9
	More or less agree	16	15.8	15.8	29.7
	Undecided	19	18.8	18.8	48.5
	More or less disagree	20	19.8	19.8	68.3
	Disagree	23	22.8	22.8	91.1
	Strongly disagree	8	7.9	7.9	99.0
	55.00	1	1.0	1.0	100.0
	Total	101	100.0	100.0	

ER1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	15.8	15.8	15.8
	Agree	12	11.9	11.9	27.7
	More or less agree	6	5.9	5.9	33.7
	Undecided	31	30.7	30.7	64.4
	More or less disagree	11	10.9	10.9	75.2
	Disagree	12	11.9	11.9	87.1
	Strongly disagree	13	12.9	12.9	100.0
	Total	101	100.0	100.0	

ER2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	20	19.8	20.0	20.0
	Agree	28	27.7	28.0	48.0
	More or less agree	17	16.8	17.0	65.0
	Undecided	12	11.9	12.0	77.0
	More or less disagree	9	8.9	9.0	86.0
	Disagree	4	4.0	4.0	90.0
	Strongly disagree	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

ER3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	13.9	13.9	13.9
	Agree	25	24.8	24.8	38.6
	More or less agree	15	14.9	14.9	53.5
	Undecided	22	21.8	21.8	75.2
	More or less disagree	8	7.9	7.9	83.2
	Disagree	7	6.9	6.9	90.1
	Strongly disagree	10	9.9	9.9	100.0
	Total	101	100.0	100.0	

OC1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	6.9	6.9	6.9
	Agree	22	21.8	21.8	28.7
	More or less agree	23	22.8	22.8	51.5
	Undecided	18	17.8	17.8	69.3
	More or less disagree	15	14.9	14.9	84.2
	Disagree	7	6.9	6.9	91.1
	Strongly disagree	9	8.9	8.9	100.0
	Total	101	100.0	100.0	

OC2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	5.0	5.0	5.0
	Agree	28	27.7	27.7	32.7
	More or less agree	27	26.7	26.7	59.4
	Undecided	19	18.8	18.8	78.2
	More or less disagree	9	8.9	8.9	87.1
	Disagree	5	5.0	5.0	92.1
	Strongly disagree	8	7.9	7.9	100.0
	Total	101	100.0	100.0	

OC3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	5.0	5.0	5.0
	Agree	29	28.7	28.7	33.7
	More or less agree	28	27.7	27.7	61.4
	Undecided	18	17.8	17.8	79.2
	More or less disagree	9	8.9	8.9	88.1
	Disagree	8	7.9	7.9	96.0
	Strongly disagree	4	4.0	4.0	100.0
	Total	101	100.0	100.0	

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC3, ER1, ER2, ER3, OC2, OC1 ^b	.	Enter

a. Dependent Variable: POS1

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.402	.363	1.21589

a. Predictors: (Constant), OC3, ER1, ER2, ER3, OC2, OC1

b. Dependent Variable: POS1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.271	6	15.378	10.402	.000 ^b
	Residual	137.489	93	1.478		
	Total	229.760	99			

a. Dependent Variable: POS1

b. Predictors: (Constant), OC3, ER1, ER2, ER3, OC2, OC1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.631	.505		3.233	.002
	ER1	-.061	.069	-.078	-.884	.379
	ER2	.172	.078	.212	2.191	.031
	ER3	.001	.099	.002	.013	.989
	OC1	.109	.149	.122	.735	.464
	OC2	-.015	.152	-.016	-.098	.922
	OC3	.415	.131	.410	3.153	.002

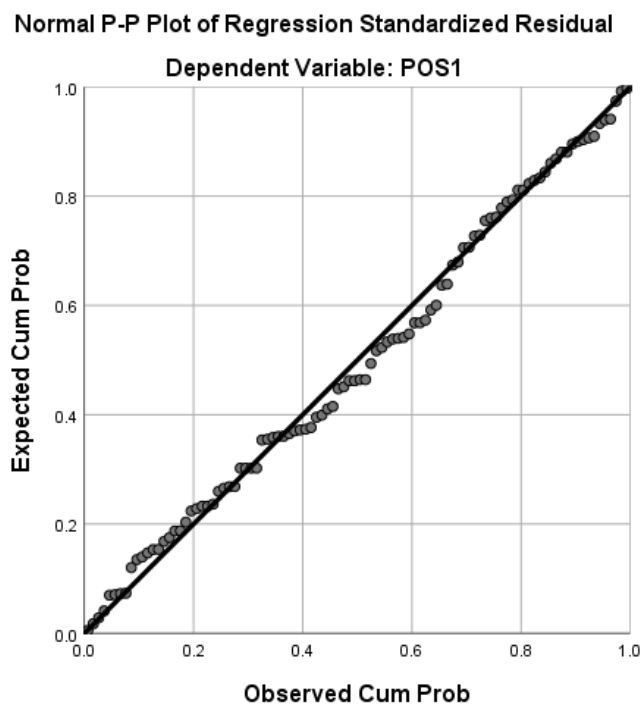
a. Dependent Variable: POS1

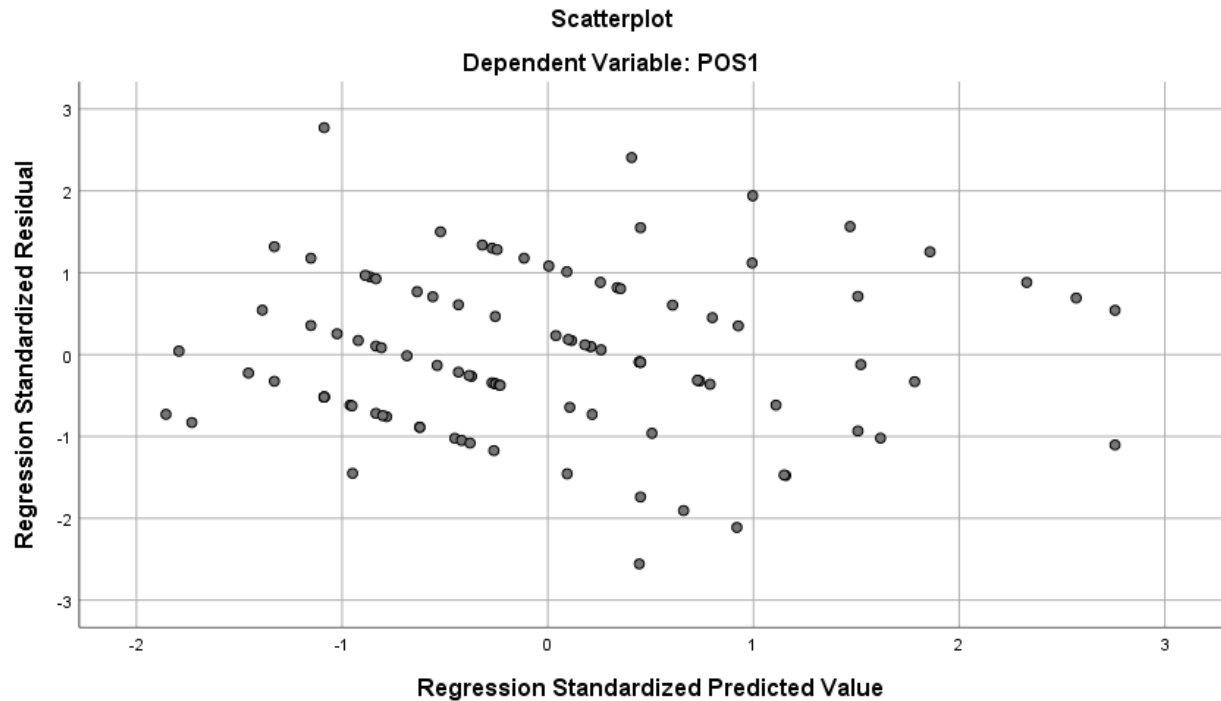
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8877	6.3422	3.6800	.96542	100
Std. Predicted Value	-1.857	2.758	.000	1.000	100
Standard Error of Predicted Value	.133	.588	.302	.111	100
Adjusted Predicted Value	1.9373	6.4857	3.6818	.97261	100
Residual	-3.10914	3.36991	.00000	1.17847	100
Std. Residual	-2.557	2.772	.000	.969	100
Stud. Residual	-2.634	2.809	-.001	1.011	100
Deleted Residual	-3.29854	3.46272	-.00178	1.28427	100
Stud. Deleted Residual	-2.723	2.921	.000	1.023	100
Mahal. Distance	.192	22.149	5.940	4.985	100
Cook's Distance	.000	.150	.013	.026	100
Centered Leverage Value	.002	.224	.060	.050	100

a. Dependent Variable: POS1

Charts





Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC3, ER1, ER2, ER3, OC2, OC1 ^b	.	Enter

a. Dependent Variable: POS2

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.432	.396	1.16948

a. Predictors: (Constant), OC3, ER1, ER2, ER3, OC2, OC1

b. Dependent Variable: POS2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.915	6	16.153	11.810	.000 ^b
	Residual	127.195	93	1.368		
	Total	224.110	99			

a. Dependent Variable: POS2

b. Predictors: (Constant), OC3, ER1, ER2, ER3, OC2, OC1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.241	.485		2.557	.012
	ER1	.007	.066	.009	.101	.920
	ER2	.112	.075	.140	1.489	.140
	ER3	-.022	.095	-.027	-.234	.816
	OC1	.287	.143	.325	2.008	.047
	OC2	.173	.146	.185	1.185	.239
	OC3	.140	.126	.141	1.109	.270

a. Dependent Variable: POS2

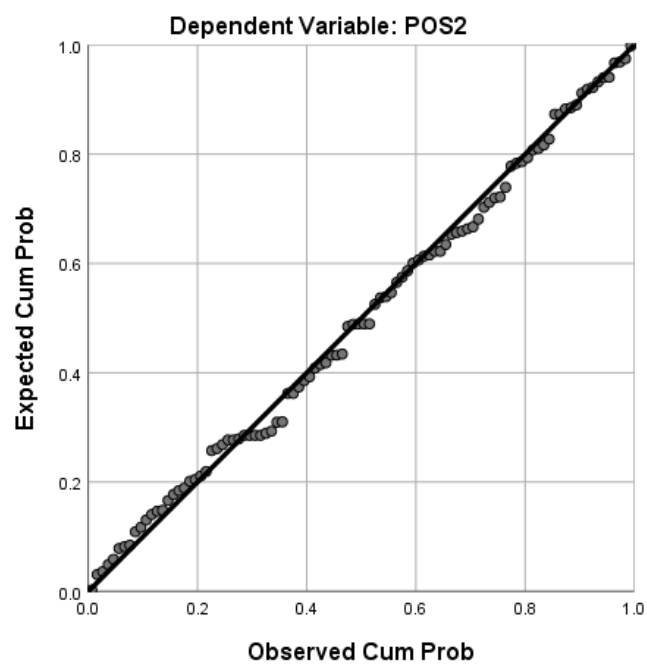
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9654	6.1038	3.6700	.98942	100
Std. Predicted Value	-1.723	2.460	.000	1.000	100
Standard Error of Predicted Value	.128	.565	.291	.107	100
Adjusted Predicted Value	1.9248	6.1997	3.6728	.99334	100
Residual	-3.29572	3.42034	.00000	1.13349	100
Std. Residual	-2.818	2.925	.000	.969	100
Stud. Residual	-2.903	2.998	-.001	1.012	100
Deleted Residual	-3.49648	3.59368	-.00284	1.23757	100
Stud. Deleted Residual	-3.027	3.137	-.001	1.025	100
Mahal. Distance	.192	22.149	5.940	4.985	100
Cook's Distance	.000	.140	.014	.023	100
Centered Leverage Value	.002	.224	.060	.050	100

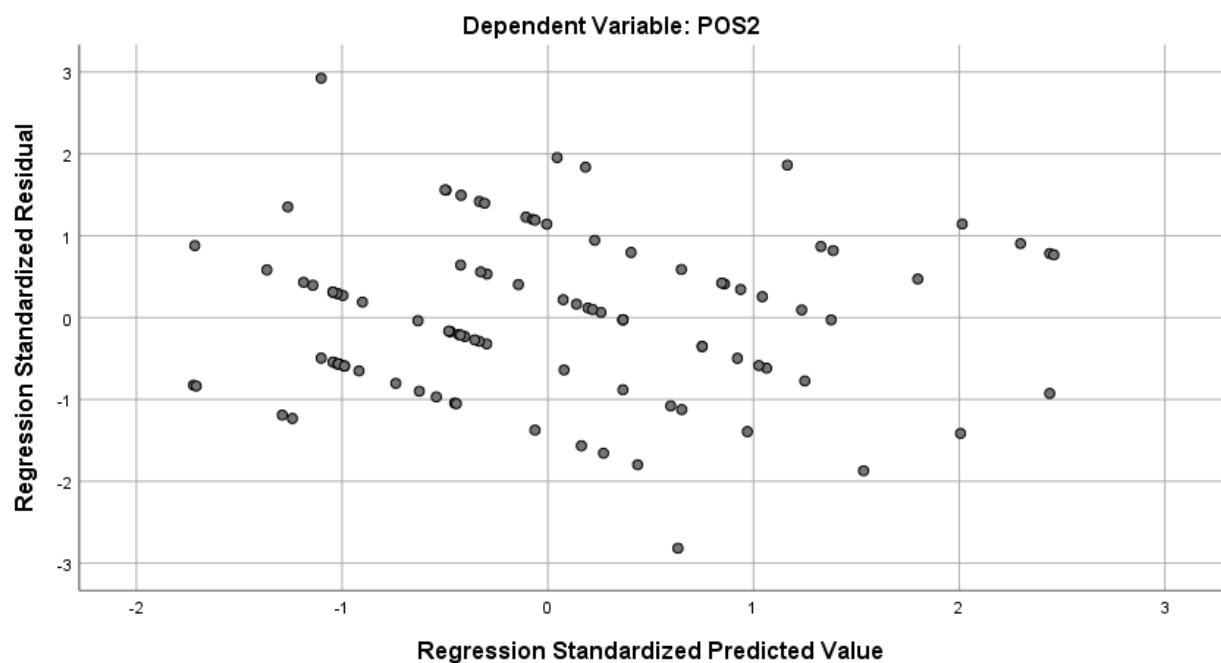
a. Dependent Variable: POS2

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC3, ER1, ER2, ER3, OC2, OC1 ^b	.	Enter

a. Dependent Variable: POS3

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 ^a	.111	.054	5.17359

a. Predictors: (Constant), OC3, ER1, ER2, ER3, OC2, OC1

b. Dependent Variable: POS3

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	312.119	6	52.020	1.944	.082 ^b
	Residual	2489.241	93	26.766		
	Total	2801.360	99			

a. Dependent Variable: POS3

b. Predictors: (Constant), OC3, ER1, ER2, ER3, OC2, OC1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.524	2.147		3.504	.001
	ER1	.034	.292	.013	.118	.907
	ER2	-.096	.333	-.034	-.287	.775
	ER3	.969	.420	.336	2.308	.023
	OC1	-.540	.633	-.172	-.853	.396
	OC2	-.550	.647	-.166	-.850	.398
	OC3	-.563	.559	-.160	-1.007	.317

a. Dependent Variable: POS3

Casewise Diagnostics^a

Case Number	Std. Residual	POS3	Predicted Value	Residual
47	8.746	55.00	9.7511	45.24889

a. Dependent Variable: POS3

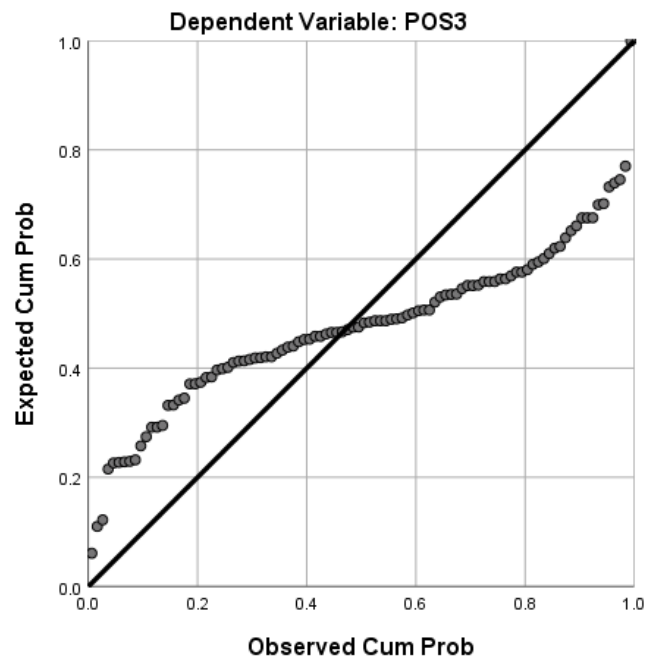
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.1606	9.7511	4.9200	1.77559	100
Std. Predicted Value	-2.117	2.721	.000	1.000	100
Standard Error of Predicted Value	.565	2.501	1.286	.471	100
Adjusted Predicted Value	.6549	10.3783	4.9001	1.87301	100
Residual	-8.01295	45.24889	.00000	5.01436	100
Std. Residual	-1.549	8.746	.000	.969	100
Stud. Residual	-1.676	9.298	.002	1.028	100
Deleted Residual	-9.37831	51.13911	.01992	5.64577	100
Stud. Deleted Residual	-1.692	34.853	.257	3.520	100
Mahal. Distance	.192	22.149	5.940	4.985	100
Cook's Distance	.000	1.608	.019	.161	100
Centered Leverage Value	.002	.224	.060	.050	100

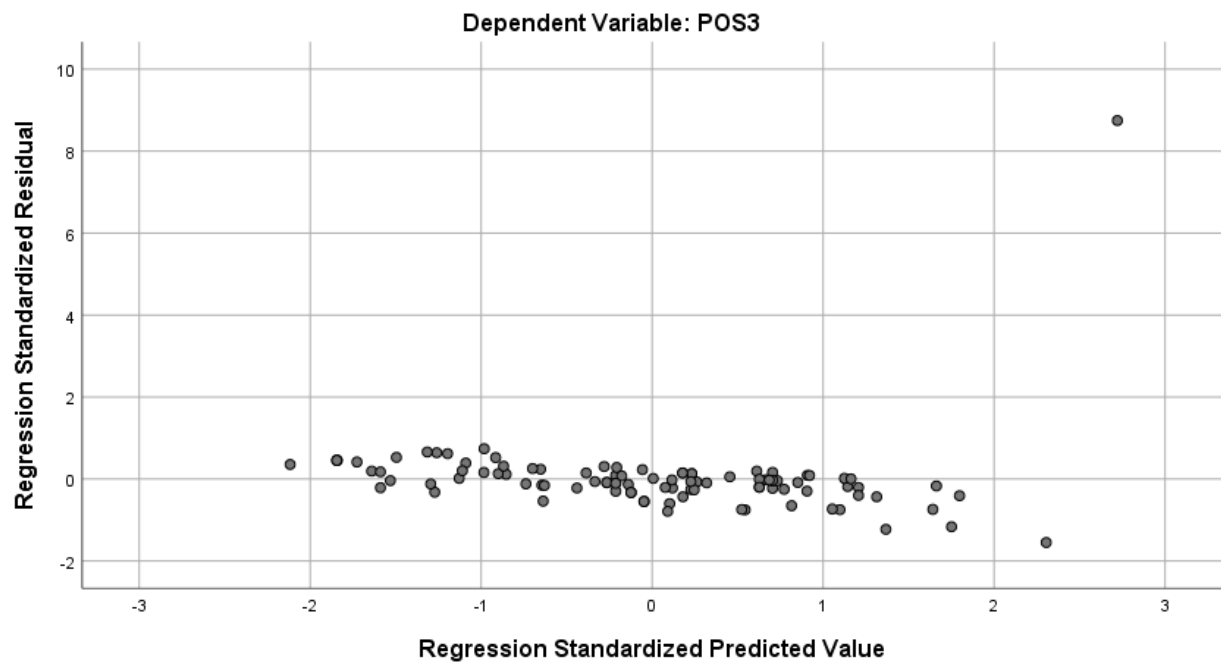
a. Dependent Variable: POS3

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS3, POS1, POS2 ^b	.	Enter

a. Dependent Variable: ER1

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.264 ^a	.069	.041	1.89374

a. Predictors: (Constant), POS3, POS1, POS2

b. Dependent Variable: ER1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.976	3	8.659	2.414	.071 ^b
	Residual	347.866	97	3.586		
	Total	373.842	100			

a. Dependent Variable: ER1

b. Predictors: (Constant), POS3, POS1, POS2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.188	.606		8.563	.000
	POS1	-.234	.169	-.185	-1.383	.170
	POS2	-.117	.173	-.090	-.675	.501
	POS3	.012	.037	.033	.334	.739

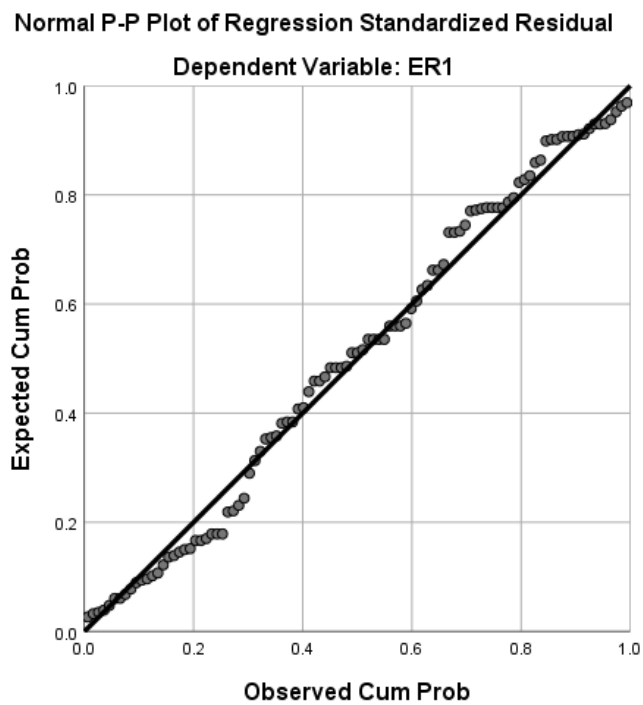
a. Dependent Variable: ER1

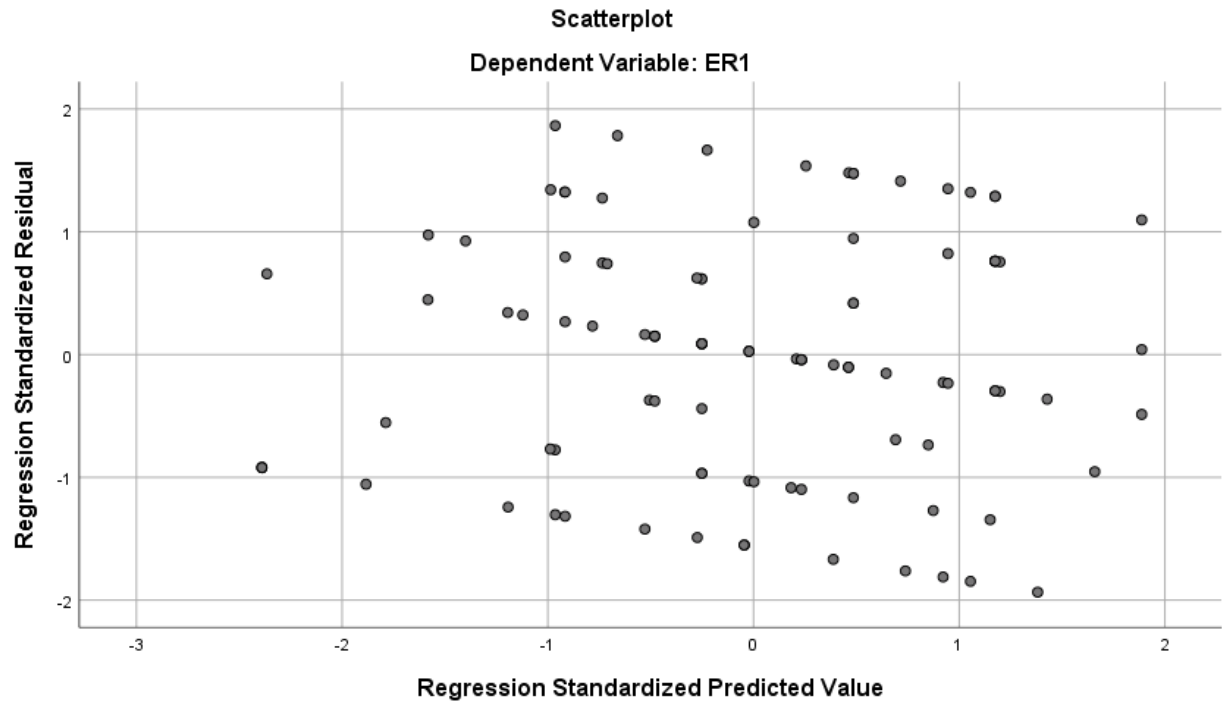
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7425	4.9223	3.9604	.50966	101
Std. Predicted Value	-2.390	1.887	.000	1.000	101
Standard Error of Predicted Value	.195	1.822	.332	.180	101
Adjusted Predicted Value	2.6640	27.3325	4.1828	2.38148	101
Residual	-3.66443	3.53093	.00000	1.86512	101
Std. Residual	-1.935	1.865	.000	.985	101
Stud. Residual	-3.500	1.883	-.025	1.058	101
Deleted Residual	-24.33250	3.60095	-.22244	3.09609	101
Stud. Deleted Residual	-3.725	1.908	-.028	1.071	101
Mahal. Distance	.073	91.589	2.970	9.136	101
Cook's Distance	.000	38.211	.388	3.801	101
Centered Leverage Value	.001	.916	.030	.091	101

a. Dependent Variable: ER1

Charts





Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS3, POS1, POS2 ^b	.	Enter

a. Dependent Variable: ER2

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.439 ^a	.193	.168	1.71540

a. Predictors: (Constant), POS3, POS1, POS2

b. Dependent Variable: ER2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.552	3	22.517	7.652	.000 ^b
	Residual	282.488	96	2.943		
	Total	350.040	99			

a. Dependent Variable: ER2

b. Predictors: (Constant), POS3, POS1, POS2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.907	.551		1.646	.103
	POS1	.301	.156	.243	1.929	.057
	POS2	.298	.158	.239	1.890	.062
	POS3	.006	.033	.018	.195	.845

a. Dependent Variable: ER2

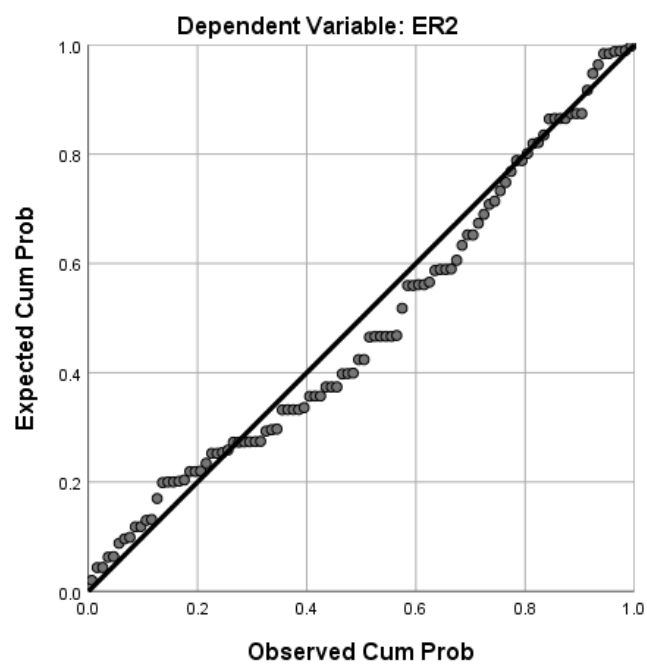
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.5513	5.1125	3.1400	.82604	100
Std. Predicted Value	-1.923	2.388	.000	1.000	100
Standard Error of Predicted Value	.178	1.651	.302	.164	100
Adjusted Predicted Value	-8.8371	4.9751	3.0287	1.45587	100
Residual	-3.52225	4.85623	.00000	1.68920	100
Std. Residual	-2.053	2.831	.000	.985	100
Stud. Residual	-2.124	2.867	.013	1.022	100
Deleted Residual	-3.76727	12.83715	.11130	2.17072	100
Stud. Deleted Residual	-2.164	2.982	.016	1.034	100
Mahal. Distance	.071	90.758	2.970	9.103	100
Cook's Distance	.000	12.975	.139	1.297	100
Centered Leverage Value	.001	.917	.030	.092	100

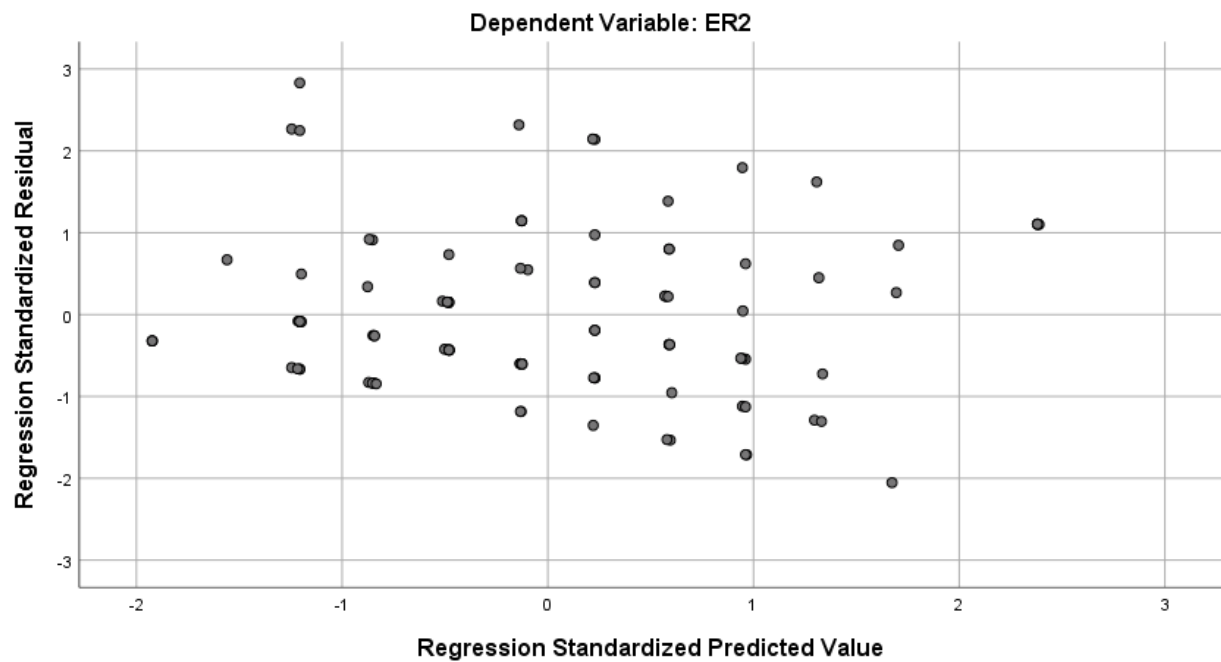
a. Dependent Variable: ER2

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS3, POS1, POS2 ^b	.	Enter

a. Dependent Variable: ER3

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 ^a	.258	.235	1.60576

a. Predictors: (Constant), POS3, POS1, POS2

b. Dependent Variable: ER3

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.940	3	28.980	11.239	.000 ^b
	Residual	250.110	97	2.578		
	Total	337.050	100			

a. Dependent Variable: ER3

b. Predictors: (Constant), POS3, POS1, POS2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.768	.514		1.495	.138
	POS1	.319	.144	.265	2.223	.029
	POS2	.368	.147	.300	2.513	.014
	POS3	.034	.031	.097	1.083	.282

a. Dependent Variable: ER3

Casewise Diagnostics^a

Case Number	Std. Residual	ER3	Predicted Value	Residual
5	3.004	7.00	2.1771	4.82291

a. Dependent Variable: ER3

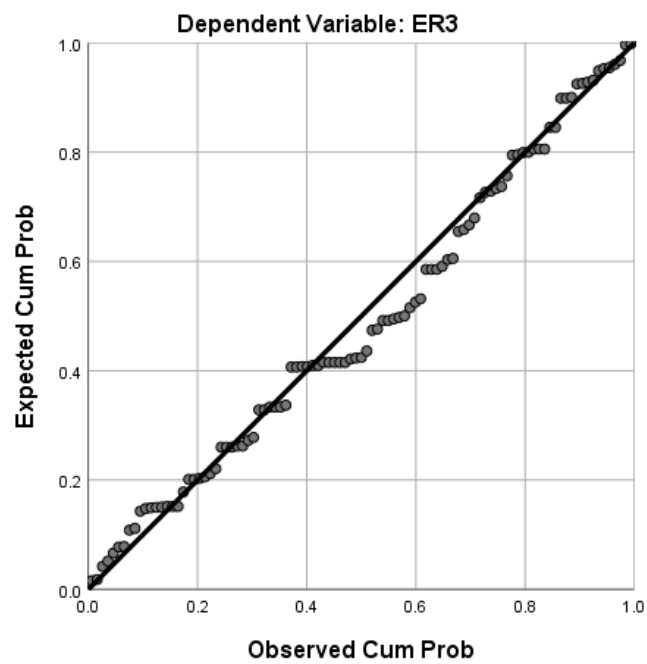
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6904	5.6493	3.4554	.93242	101
Std. Predicted Value	-1.893	2.353	.000	1.000	101
Standard Error of Predicted Value	.166	1.545	.281	.152	101
Adjusted Predicted Value	-11.8575	5.5509	3.2905	1.77945	101
Residual	-3.45699	4.82291	.00000	1.58149	101
Std. Residual	-2.153	3.004	.000	.985	101
Stud. Residual	-2.207	3.057	.022	1.043	101
Deleted Residual	-3.63429	17.85752	.16495	2.41305	101
Stud. Deleted Residual	-2.253	3.199	.026	1.059	101
Mahal. Distance	.073	91.589	2.970	9.136	101
Cook's Distance	.000	28.624	.292	2.847	101
Centered Leverage Value	.001	.916	.030	.091	101

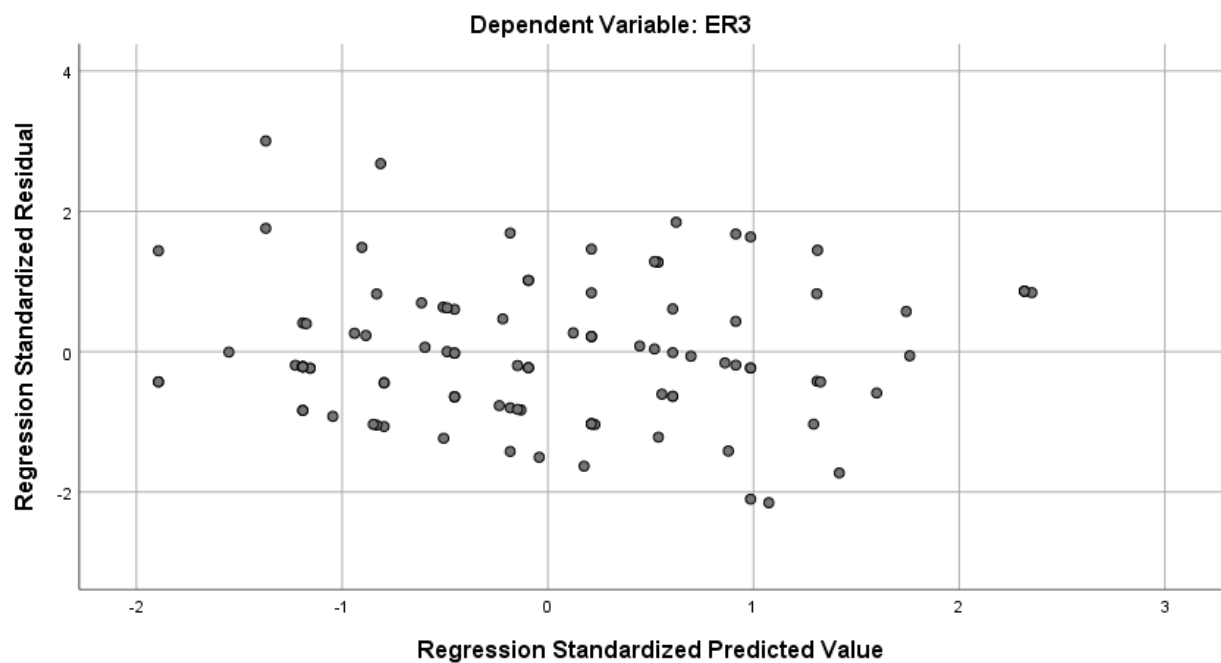
a. Dependent Variable: ER3

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS3, POS1, POS2 ^b	.	Enter

a. Dependent Variable: OC1

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.408	1.30577

a. Predictors: (Constant), POS3, POS1, POS2

b. Dependent Variable: OC1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.472	3	40.824	23.943	.000 ^b
	Residual	165.389	97	1.705		
	Total	287.861	100			

a. Dependent Variable: OC1

b. Predictors: (Constant), POS3, POS1, POS2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.117	.418		2.674	.009
	POS1	.195	.117	.176	1.673	.098
	POS2	.552	.119	.487	4.632	.000
	POS3	-.036	.025	-.113	-1.444	.152

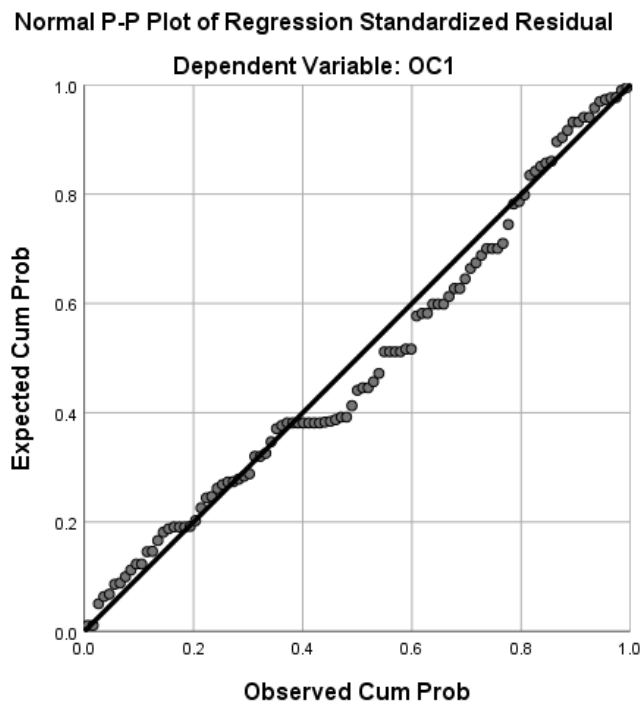
a. Dependent Variable: OC1

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3604	6.3141	3.6832	1.10667	101
Std. Predicted Value	-2.099	2.377	.000	1.000	101
Standard Error of Predicted Value	.135	1.256	.229	.124	101
Adjusted Predicted Value	-6.6188	6.2636	3.6034	1.49039	101
Residual	-2.99849	3.38981	.00000	1.28604	101
Std. Residual	-2.296	2.596	.000	.985	101
Stud. Residual	-2.351	2.659	.013	1.017	101
Deleted Residual	-3.14732	8.61880	.07979	1.58284	101
Stud. Deleted Residual	-2.408	2.748	.015	1.028	101
Mahal. Distance	.073	91.589	2.970	9.136	101
Cook's Distance	.000	10.083	.109	1.003	101
Centered Leverage Value	.001	.916	.030	.091	101

a. Dependent Variable: OC1

Charts



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS3, POS1, POS2 ^b	.	Enter

a. Dependent Variable: OC2

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620 ^a	.385	.366	1.27186

a. Predictors: (Constant), POS3, POS1, POS2

b. Dependent Variable: OC2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.140	3	32.713	20.223	.000 ^b
	Residual	156.910	97	1.618		
	Total	255.050	100			

a. Dependent Variable: OC2

b. Predictors: (Constant), POS3, POS1, POS2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.132	.407		2.783	.006
	POS1	.179	.114	.171	1.572	.119
	POS2	.494	.116	.463	4.256	.000
	POS3	-.030	.025	-.100	-1.227	.223

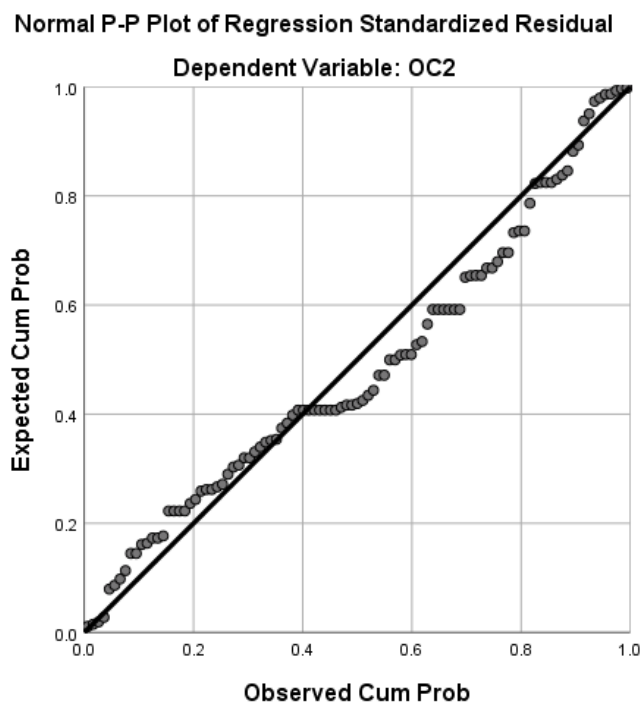
a. Dependent Variable: OC2

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4973	5.8136	3.4554	.99065	101
Std. Predicted Value	-1.977	2.380	.000	1.000	101
Standard Error of Predicted Value	.131	1.224	.223	.121	101
Adjusted Predicted Value	-4.7736	5.7264	3.3914	1.27030	101
Residual	-2.91318	3.55324	.00000	1.25264	101
Std. Residual	-2.290	2.794	.000	.985	101
Stud. Residual	-2.315	2.829	.011	1.014	101
Deleted Residual	-2.97524	6.77359	.06404	1.46630	101
Stud. Deleted Residual	-2.369	2.938	.014	1.029	101
Mahal. Distance	.073	91.589	2.970	9.136	101
Cook's Distance	.000	6.565	.075	.653	101
Centered Leverage Value	.001	.916	.030	.091	101

a. Dependent Variable: OC2

Charts



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS3, POS1, POS2 ^b	.	Enter

a. Dependent Variable: OC3

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 ^a	.382	.363	1.19875

a. Predictors: (Constant), POS3, POS1, POS2

b. Dependent Variable: OC3

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.055	3	28.685	19.962	.000 ^b
	Residual	139.390	97	1.437		
	Total	225.446	100			

a. Dependent Variable: OC3

b. Predictors: (Constant), POS3, POS1, POS2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.138	.384		2.969	.004
	POS1	.381	.107	.387	3.549	.001
	POS2	.260	.109	.260	2.379	.019
	POS3	-.025	.023	-.088	-1.084	.281

a. Dependent Variable: OC3

Casewise Diagnostics^a

Case Number	Std. Residual	OC3	Predicted Value	Residual
87	3.111	6.00	2.2701	3.72991

a. Dependent Variable: OC3

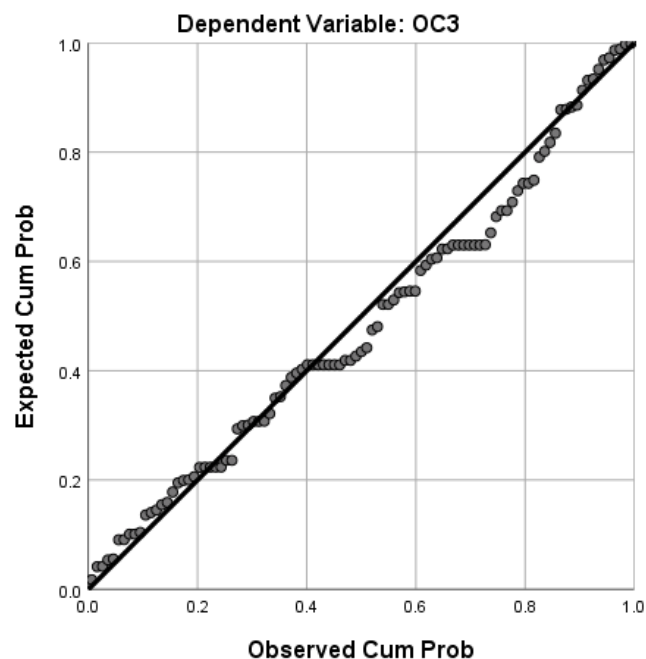
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6041	5.6001	3.3663	.92766	101
Std. Predicted Value	-1.900	2.408	.000	1.000	101
Standard Error of Predicted Value	.124	1.153	.210	.114	101
Adjusted Predicted Value	-2.2642	5.7178	3.3249	1.07130	101
Residual	-2.52842	3.72991	.00000	1.18064	101
Std. Residual	-2.109	3.111	.000	.985	101
Stud. Residual	-2.147	3.150	.008	1.007	101
Deleted Residual	-2.61930	4.26423	.04140	1.29608	101
Stud. Deleted Residual	-2.188	3.308	.012	1.022	101
Mahal. Distance	.073	91.589	2.970	9.136	101
Cook's Distance	.000	2.929	.038	.291	101
Centered Leverage Value	.001	.916	.030	.091	101

a. Dependent Variable: OC3

Charts

Normal P-P Plot of Regression Standardized Residual



Data Interpretation

Evaluating from the data collection and statistics generated reports from SPSS, we can say that perceived organisational support is significantly related to the dependent variables in this study – employee retention, organisation commitment and organisation support.

All data from the 100 samples are depicting a statistically significant relationship between the dependent and individual variables. These statistics has shown the relationship between each of the variables and had proved its positive relationship.

Looking at the data generally, regardless of its respondents' gender, age group, educational qualification, job type, job level and tenure serving the organisation, human nature to perceived the organisational support is the same. All human beings when sacrificing the time, energy and efforts, they are in hope to get back something equivalent in return. This is similar to the thought to having something equal value in return.

Data shows the preference on the organisational support was not only limited to monetary terms, but also the fulfilment of psychological needs in terms of the recognition, and the praises.

Data is also showing that highly perceived organisational support will definitely affecting the employee retention concept. When there is high perceived organisational support, the employees will also be more committed. Hence, this relationship is highly regarded as positively correlate within each other. And the statistically significant relationship means the higher the perceiveness on organisational support, the higher the organisation commitment, and the higher

chance the employees will be retained in an organisation to contribute in good organisation management.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

Introduction

This chapter will wrap up the findings in this study, and summarized the results from the pool of data and histograms.

Evaluating from the demographic characteristics, the common criterion are respondents are employees in Malaysia, and respondents are working personnel working under an organisation.

The almost equal percentages of respondents are sought from the Male and the Female working personnel.

Discussion

The Perceived Organisational Support, Employee Retention, and Organisational Commitment can be predicted with the observations from the beliefs came to employees based on:

1. The action of support delivered by the direct hierarchical superior, in which referred to as the personification of the organisation; and
2. The rewards received by employees based on the discretion of the agent of the organisation.

Organisation behavior topic is an interesting topic to looked into at any point of time, considering its usefulness to the organisation. The higher hierarchical management shall be realizing the importance on this topic and keep updating their human resource information maintenance system, so that all management level staffs to have a unanimous voice of thought.

The middle management shall speaks the same as what the higher management spelt out in terms of the perceived organisational support, employee retention strategy and also the organisation management. This concern was made due to the observation from researcher that, usually employees will personificationed the organisation in every matter faced. This is especially clear, when we are explaining this situation that it is the manager that is carrying out the execution of instruction, goal, vision and mission from their organisation.

With the concept that all actions related with the organisation was actually carried out by manager of each business unit. Supposed, if the business unit manager is having a wrongful or selfish thought towards the employees, then the whole idea in organisational support perceived by employees will be deviating from the targeted goal of the organisation. This is seen as a diverted channel within the organisation. This situation will be bringing negativity towards the organisation as a whole.

When having the gap that each of the business unit manager might act differently, or either having wrong interpretation with the targeted organisational goal, the impact is huge. For example, if the culture within a business unit is more towards deficit management, then this might cause some decrease in morality of the team. If certain business units are adhering to the merit management then this will boost the psychological health among its employee. The differences may cause imbalance in the organisation. Even though the action was committed by the human, who is the business unit manager, however, the impact was suffered by the organisation whenever there is human resource problems.

Hence, the top management in the organisation shall look into a set of corporate governance to help shape the best practices to be unanimously carried out in their execution. Other employees shall be adopted as the watch dog for any irregularity or malfunctioning of the goal.

As we have more and more educational opportunity around, and also the knowledge sharing platform that is borderless with Internet of Things, hence human resource nowadays are more concern on the organisational support they perceived. For any condition if, in their awareness, the organisational support perceived is not equal to what they have sacrificed, the employees

will be having the intention to turnover, or voluntarily withdrawing the contract of work between employee and the organisation.

Once an employee who is experienced leave the organisation, then the organisation will have to allocate fund for recruitment exercise again. This activity was seen as not been cost effective in the perspectives of management. This means that, more time will be utilized to source for the next suitable candidate in running the operational task. And, in this juncture, the speed of the operationalise task will be slowing down due to limitation of manpower. This is causing the negative impact on the production outcome. And as the end result, the organisation might require more production time in coming out with the end product. Corporate financially speaking, this is not a viable strategy or solution, comparably between recruiting for new staff or retaining the experience existing staff.

There should be a research team on organisational behavior within the organisation, and from time to time to collectively examining at the human resource data to pick out any odd cases that requires investigation, or attention as a long term solution.

Upon achieving the employee retention, then only the organisation will be better in tackling for a sustainable survival under the competitive industry. This can avoid that the organisation being required and merged into from another industry dictator. In order to sustain, retaining the experienced worker is as much important as having the cost effective in corporate financial for the competitive advantage in the market.

When perceiving that there is a great support from the organisation, employees will most likely committed to retain within the organisation. A highly committed employees will be like having a good mutual agreement from them towards the organisation. The committed employees will be undeniably spend more effort that is uncountable in helping the organisation to achieve the target or goal setting.

That is what to say that, an organisation with highly committed employees will be beneficial for the organisation management to have an easily managed population of people. When the employees felt indulged with the organisational support they hope for, they will most likely be obedient, helpful and harmonious in the organisation. For example, to manage this group of

employees will take less effort and obstacles, as well as less time spent on instructions or the problem solving in facing the X workers.

When the employees are happy, they will most likely be retained in an organisation, helping the organisation to have cost budgeting in talent management. The existing talent will be able to invest on the entrepreneurial characteristics within them and thus helping the organisation to source for new venture or new surviving tools.

Hence, in terms of the corporate governance on the employee retention strategy, the board or the top management shall be highly looking into to draft out the governing criterion in helping all levels in the organisation to be able to execute the goal and instructions correctly.

Limitation and Implication

Along the processes to conduct the research studies, researchers found that perceived organizational support, employee retention, organizational management and organizational commitment are difficult to be coined on their relationship as they are seen as having an effect among each other. The relationships of the four topics are a broad study that should involve larger population in order to test on Malaysia ground. With the larger population then it gives the precise condition in Malaysia that is able to help the human resource management in this labour market.

As early as in 1965, Levinson had noticed that employees tend to personified on the organisation and sees that all actions carried out by the management as a representation of the organisation. Hence, this has aroused the further ambiguity as to whether researchers shall narrow down to a specific population to get a precise study and data from an organisation. Furthermore, organisation could have a lot of small business unit with which the management's personality and characteristics are different, and thus will further affect the outcome of the constructs.

The limitation experienced by the researcher during this study is that there is query as to whether each business unit are also representable for the research, with the concern that each

business unit manager might act differently or having a different set of characteristics. There shall be more reading and research done to define if the different business unit will be appropriate to be depicted as a smaller population that is representing the broad industry on the market. This concern was based on the justification that sample sizing of representation using smaller population.

Researcher felt that approaching the higher management and the human resource department is a challenge and thus a limitation in terms of authority in being given the approval to access such sensitive information. However, approaching this piece of archival data will enable exponentially useful data to researcher as all the data compiled within human resource department are referred to as practically true cases for case studies and case analyses. This is indeed a long term research and solution provided will be much practicable.

Organisational behavior is a broad area of study, and narrowing down to the research topic will actually eliminating more constructs being identified. The identification of factors might be important in leading the direction of the research.

To examine on the cognitive behavior, a specific set of measurement scales shall be proposed and verified at. Observing from the current studies and throughout the research period, researcher finds that it is especially uncontrollable and not contributing to a great extent when respondents are choosing the answer of 'undecided' using the 7 points Likert scales. This will cause variability of data and researcher will be finding difficulties in interpreting an actual condition.

There is only a sole researcher that is making the research facing hiccups. Research team shall be consisted of expertise from different perspectives, ie. Psychological, Management Science background, corporate governance and etc.

At this stage, researcher can conclude that all research hypotheses tested significant, and relevant with the findings. The data from the research shows a strong support in the hypotheses developed, and the researcher trust that they are significantly related positively.

Hypothesis 1 – Positively significant

H1 – The tangible and intangible organisational support both positively perceived by Malaysian workers.

Hypothesis 2 – Positively significant

H2 – The perceived organisational support correlate positively towards the employee retention in an organisation.

Hypothesis 3 – Positively significant

H3 – The perceived organisational support is positively affecting the organisation management.

Hypothesis 4 – Positively significant

H4 – There is mediating role of organisational commitment in achieving successful organisation management.

Judging from the research data, and also justifying from the previous literatures from other scholars that are matching with what this study had found out, researcher is hereby confirmed that all hypotheses that were built up at the pre-test stage are significantly correlate.

Recommendation for Future Study

For future studies, it is recommended that broader population been targeted in the sample size in order to get a more precise trend that is happening in Malaysia.

Also, it is recommended in the future studies, to looked into the organizational commitment and employee engagement constructs that will be much related to organizational management. And thus, we opined that in order to examine the Perceived Organisational Support, Employee Retention, Organisation Commitment and Organisation Management, “people” is the independent variable to be limited as the new research idea.

In the future studies, it is recommended to have joint collaboration with expertise from different areas, such as Psychological, Management, Corporate Strategy, Cultural Studies, Corporate Governance and etc. This is for the consideration that each of the aspects spelt out in the research questions will be able to be examined at by the subject experts, and to close the gap for better production scholarly.

In the future studies, it will be much beneficial, if the archival data can be obtained in a real life case, for example, from the top management in an organisation or even from their human resource department. This is because theory shall always be tested empirically on its validity and practicability.

Conclusion

In conclusion, this study has found out that there is a positive relationship between perceived organizational support with employee retention. There is positive relationship between the employee retention and successful organizational management. There is positive relationship between perceived organizational support with organizational management.

Throughout the study also, researchers have found that there is a mediating construct – organizational commitment that functions as a booster from employee retention and works positively for organizational management.

In conclusion, awareness at the top management of the organisation shall be always in an alert stage on the heat topic of organisation behavior. The top management, and also the manager for each of the business unit shall always be empathy in dealing with the human nature and also be open minded in receiving more suggestion to further improve how the communication, interaction and operation in an organisation.

There shall be more open minded communication channel, ie the bottom up channel which will enable the hearing support towards the employees. There are also ample types of support, differently required by people with different needs and characteristics. Hence, a transparent feedback system shall be adopted to enhance healthy communication. The traditional method of communication, of which feedback can be interacted, of which tiny voices will be able to be heard, shall be exercised and put into practice.

One way communication will slowly extinct and not working in this new technology age. Vice versa, the bottom up feedback and more communication channel shall be built up. When communication is not uttered, then there might be possibility that something negative will happened and spread. This is especially true, when the employees who have no way in letting out any frustration will turn the communication channel in an inappropriate and public way. Ended up, the reputation of the organisation affected even though that may be something not verifiable and is a rumours. This is matching to the saying that when a thousand people are literally talking on the same thing, then even a rumours will be turning to be a truth.

In this new era, retaining the committed employees are regarded as a new strategy in helping the organisation to grow. The growth shall be inclusive of employees and they shall be receiving training which will further motivate them, helping them to cope with any challenges in work environment, is an important support psychologically required by employees.

As more and more women has came out from the role of house wives and solely as child care givers, to make a living in a shared responsibility under the roof. And, to encourage for diversified in the work area with the balance mixture of man and women power, a child care support will be as important as other financial assistance. Child care support can include the establishment of child care centre at the near by work area, or even the support for the flexibility in terms of work hour. This is to enhance the strong perceiveness of organisational support for women, so that they may be able to success in the career and also not leaving behind the family needs.

There are also cases where, educational support for those knowledge seeker, who is highly interested into learning, to upgrade their own selves and at the same time will contribute their knowledge to the organisation, in return of the good favour. This will be seen as a double winning situation where both parties will be getting what they longing at. And in return, the outcome can be observed advantageously.

There shall be a platform where the organisation is able to support employees with low morale, or to get some counselling session to enhance healthy mentality. This support is heavily required with the consideration that more and more psychological burden for human in tackling to daily stresses.

A governing body which will be acting individually for responsible in investigation of human issues shall be established. Sometimes, mobbing, bullying, are the political cultures within an organisation that are indirectly affecting the turnover intentions. Hence, an individual domain will be important so that report can be made by the victimized employees without fear. And a justiced and transparent decision from the governing body can be entrusted.

Tremendous supports from the organisation in helping every employees to cope with the work life or family life challenges are important as a retention strategy. And from here, a

commitment will be established from within the employees which will work as if the mutual agreement of the employees to stay within an organisation and contribute further.

Sometimes, the organisation shall be considering the leader member exchange (LMX) activity which has newly theorized in the near 10 years. The exchanges will enable the understanding of the responsibilities from the two parties.

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