The Impact of Perceived Organizational Support on Job Performance of Employees

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Abstract

The growing trend of global human resource has significantly driven up the need for treating employees as the most predominant profit generating factor of organization with which it has now become important to study the behavioral factors which impact the employee productivity. The present study endeavors to explore the impact of perceived organization support on employee job performance in case of telecom sector. Study has made use of primary data gathered through questionnaire. The research sample taken was 150 employees of the telecom companies of the Rawalpindi and Islamabad. The scale used in the research is likert scale Estimation is done using SPSS16 and regression was followed using ANOVA analysis. Findings of study are in accordance with theory that perceived organizational support exerts a statistically significant and positive impact on employee job performance in case of telecom sector. Study contains a useful policy implication that for enhancing employee performance in organization it is important to first create the positive perception of organization in their mind.

Keywords: Perceived Organizational Support, Job performance, Task Performance, Motivation, Organizational Culture, Commitment

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1. INTRODUCTION

Studying and implementing Human Resource (HR) practices are important as their significant impact is just not only confined to corporate level but it can be extended to professional, social and national level as well. In all kinds of businesses HR practitioners are supposed to provide a number of services to employees. These norms and practices of HR can boost employees' perception of HR throughout the workforce when they believe HR considers employees to be its internal customers and delivers services with such acuity in mind. In order to create the strategic advantage for the organization the execution of progressive HR practices that affect employee skills, motivation, orientation, performance, retention and behaviors is of extreme significance in contemporary organizational culture.

The undergoing research aims to explore the impact of Perceived Organization Support (POS) on the Job Performance of employees because of the significant increase in need for investigating the role of social relationships in the HR literature.

In this era of intense competition it has now become much more crucial to retain the human assets of organization as the cost of selecting and losing candidates has driven up significantly. Thus all the organizations tend to increase the job performance of their employees by keeping within their minimal possible budget.

Telecommunication sector is a well known service sector that forms a broad industry worldwide. Therefore it is of immense significance to explore the time to time impact of organizational tactics on employee's job performance.

Perceived organization support refers to the employee's beliefs of how much the organization values their contributions and cares about their well-being. (Eisenberger,*et al*; 1986). In a broader perspective, Perceived Organizational Support is defined as the social exchange behavior that comes as a result from exchanges between the people working in the organization for the benefit of organization. According to the organizational support theory it has been viewed that in order to meet the employee's socio emotional needs it is really important to determine that organization is concerned with the strategy of appreciating increased work efforts of employees. While on the other hand, Job performance deals with the workplace and is a part of the human resource management, commonly refers whether a person performs their jobs well. Furthermore

performance is a multi dimensional concept as it can be defined as a manner in which a task is being done or method of accomplishing the task and action. As far as job performance in organization is concerned it takes into account both the task related and contextual features.

Thus, job performance can be defined as an extent to which an employee fulfills the expectations of doing work. It is highly important as it is one of the tool through which the organization maintains the competitive advantage and improves the work efficiency. (Karatepe and Sokmen, 2006).The Job Performance is one of the substantial means of determining overall performance of the organization so for this very reason in many of the researches organizational effectiveness is being measured through the job performance. Thus it can be stated after reviewing previous studies on HR that the most important dependent variable in the organization or the organizational psychology is the job performance. In many fields of the human resource management including the training of the employees and the redesigning of the jobs, the main focus is always on the consideration of improving the job performance. (Borman, 2004).

Many organizational researches are based on the Social Exchange Theory and Norms of Reciprocity in order to illustrate motivational factors behind employee's efficient job performing attitudes. Perceived organizational support engenders the sense of obligation in employees through forming general beliefs concerning how much the organization values their contributions and cares about their well-being. As a result of it employees tend to be more determined and committed to work with efficiency and effectiveness for the welfare of organization. Feeling of obligation is of due importance in studying the relationship of POS and Job Performance as it induces employees to repays the advantageous treatment received from their employers. Perceived organizational support also assumed to be influenced by a variety of aspects with which organization treats its employees and ultimately by the interpretations made by the employees about the reasons of such a treatment by their organization. Ultimately the sense of getting a fair treatment by an organization increases the affiliation of an employee with the firm which may also because of knowing the fact of getting material and symbolic benefits of remaining associated with an organization. Moreover on the basis of felt obligation, POS tends to maintain the standard of job performance activities constructive for the organization that most of the times go beyond the assigned tasks. Thus job performance is the perceptional behavior of employees which is more reliant on the efforts made by the organization for retaining its

employees. Therefore, any good organization should ensure that its employees must have a positive insight about its orientation strategy towards them which covers both acknowledgment of their efforts and apprehension for their satisfaction and well-being.

The undergoing study will prove beneficial for the organizations in establishing such moral norms which will increase the psychological well-being of employees. Giving employees the sense of fairness to their work provides assurance for improved responsibility which in turn leads to positive results that will be beneficial for the whole organization. That is the employees with increased sense of perceived organizational support tend to have more effective role performance. More specifically in service based organizations employees are seen as the most significant asset for organizational success as service efficiency is mostly determined by the employee's attitude towards their work and such a desirable attitude can only be developed through better formulation and implementation of human resource strategies and policies. Thus for this reason it is essential to carry out research on such topics that may be helpful or prove beneficial for organizations to practically implement the employees supporting strategies.

1.1 Problem Statement

Evidence exists in the reviewed literature that Perceived Organizational Support indeed has a strong theoretical as well as practical impact and implications on the employees' performance.
"Undergoing study aims to explore the impact of motivational strategies, organizational culture and organizational justice on the job performance of employees by viewing how well they perceive and react to such organizational support behavior."

1.2 Research Question

What is the nature of relationship between perceived organizational support and employee job performance in the telecom sector in case of Islamabad and Rawalpindi, Pakistan? What is the extent to which perceived organizational support affects job performance in the telecom sector in case of Islamabad and Rawalpindi, Pakistan?

1.3 Research Objectives

- To identify and investigate the relationship among variables.
- To develop a resourceful knowledge for sharing results with academia, policy makers and top management of organizations.
- To find out the importance of adopting organizational support behavior in the Telecom sector.
- To find out the extent to which perceived organizational support affects job performance.
- To make data analysis and interpretations based on the perception of employees and managers in organizations.
- To conduct an in depth survey of organizational support in the Telecom sector and its significance in enhancing job performance.

1.4 Hypotheses

H1: Organizational support tends to affect the employees job performance positively and significantly

H1a: POS significantly and positively affect the employees' level of commitment

H1b: POS significantly and positively affect the level of task performance

H2: Organizational Culture affects employee job performance positively and significantly

H2a: Organizational Culture affects employee commitment positively and significantly

H2b: Organizational Culture affects employee's task performance positively and significantly

H3: Motivational Strategy affects employee job performance positively and significantly

H3a: Motivational Strategy affects employee commitment positively and significantly

H3b: Motivational Strategy affects employee's task performance positively and significantly

1. LITERATURE REVIEW

Advent of globalization with impact of more than ever integrated economies has not only altered the overall structure of organizations but has also played a vivid part in shifting the management practices performed within organization. Human Resource is one of the biggest practices in any organization which determines the effectiveness and efficiency of employed resources through utilization of people as most predominant resource. Not far back Human Resource was just considered as cost centre and people were treated like any other factor of production but the view of Strategic Human Resource Management (SHRM) has reinstated the view of traditional Human Resource Management which viewed people as profit centers rather than cost centers. Thus such shift in ways of performing Human Resource practices imposed a greater value on people working in organizations led to more calamitous need of acquiring, developing, satisfying, rewarding, motivating, and retaining the most valuable asset of organization that is 'People'.

Perceived Organization Support (POS) is one of the phenomenon that began with the observation of concerns shown at part of managers about how to commit employees with their organizations. This indicates the evolution of POS with the formulation of 'Harvard School of Thought' that supports the soft HRM and based on flexible rules and procedures imposing a greatest significance on employees being most integral means of achieving goals.Therefore, the historical backdrop of Perceived Organizational Support is truly concise. Its backward linkages or roots are connected to the Organizational Support Theory (Eisenberger,*et al*; 1986) which stated that for fulfilling socio-emotional needs and assessing the advantages of enhanced work efforts, employees tend to form a general belief about perception that to which extent organization values their efforts and cares about their well-being. Such felt obligation in return induces employees to help organization in reaching its goals. This view of social exchange behavior was already explained by Social Exchange Theory (Homans, 1958). Thus the two main theories "*Theory of Organizational Support*" and "*Theory of Social Exchange"* provided foundation for the Perceived Organizational Support phenomenon.

There was relatively less research work done on POS until the mid-1990'sbut this research topic has proliferated in last few years which indicated the growing significance of phenomenon under consideration. The undergoing study has incorporated the review of literature

on Perceived Organizational Support, Job Performance, and their respected dimensions.

2.1 Perceived Organizational Support

Perceived organizational support is a knowledge based approach that is concerned with the benevolent and malevolent intent of organization's policies procedures and norms. Perceived organizational support and job performance has a vivid relation with one another In order to develop the perceived organizational support it is necessary that employees must perceive the actions of the management as discretionary in the organization so that it would be easy for the employees to have a better understanding about the support of the organization. It has been stated that when employees have a feeling of obligation or indebtedness that the organization cares about their well being and is loyal to them ultimately they will be more committed towards the organization and meeting its goals. POS has a positive and strong influence in increasing employee's expectations of getting good rewards for good efforts and has contributed in increasing employee's emotional bond with the organization this relationship has been explored and concluded by Hrebiniak (1974).

Alvi, (2014) has conducted a primary research with the help of structured questionnaire to examine the impact of POS on level of employee's engagement in banking sector in case of Pakistan. His findings reconfirmed the impact of POS on employees' performance.

Another research that was conducted by Baranick, (2010) on perceived organizational support which was being taken as the mediator. In the study, it partly mediated the relationship between the variables under the study. The sample size of the study was 733 employees working in the community across the United States. The limitation in the study was the data used in the research was cross sectional in nature. The results of the mediation concluded that the variable is essential in between the variables.

For examining the validity of Organizational Support Theory (Arshadi, 2011) has carried out a study in an industrial organization of Iran through sample size of 325 employees. The study concluded that POS has strong relation in increasing the employee's level of commitment and performance.

In order to examine the contribution of perceived organizational support on employees' job performance (Pannacio, 2009) conducted a study through online survey comprising the sample size of 157 employees and managers from the network of the author. The purpose of the study was to examine the role of Perceived Organizational Support in the organization for increasing the performance level of employees through dimension of commitment. Study was longitudinal in nature. The results indicated that perceived organizational support has the significant influence in boosting employees' performance.

Osman K., (2012) developed and tested a research model that examined career satisfaction as a mediator of effect of perceived organizational support on job performance. The research was done for the frontline hotel employees in Cameroon. The data was used to test the hypothesized relationships by using LISREL 8.30 through structural equation modeling. The results of the study suggested that perceived organizational support influenced job performance only via career satisfaction. The research is of the view that managers should make sure that they continuously recognize employees' good work or efforts. Moreover, they should also make sure that employees participate in decision making process.

Robert, (2009) supported that POS has a significant relation and has an effect on the working of employees by taking sample size of 381 employees. Findings of his research indicated that POS has strong and positive effect on the performance of employees and ultimately negative effect on the intention of the employees to leave.

Rhoades & Eisenberger (2002) through meta-analysis research haverevealed that employees who have perceived the support of organization are more satisfied with their work or job indicating the activeness of the perceived organizational support.

Studies have revealed that it has been started with quite conscientious observation that if the employees of the organization are concerned with the fellow member, more the organizational commitment is founded in them. Firms are contributing in showing concern about the studies related to the POS programs (Levering and Moskowitz, 2007).

2.2 Organization Culture

Organization culture is known as an organizational system that integrates its members through jointly shared values and rituals. It is the most precious thing a company has therefore it must have more exertion on it than anything else. POS tends to impact employee's performance through its dimension of organization culture as it is the most apparent factor of any organization. Employees' have greater capability of forming belief about all the actions directed towards them by the organization. At different level of organization culture different background, ethics and racial differences impact upon performance. The similar organization culture with different backgrounds has common set of values and beliefs to be effected by organization systems. (Robbins and Sanghi, 2007). Various studies indicated that companies with strong cultures are more likely to be successful, stronger the culture means how widely and deeply its values are shared and respected by its employees. Several studies have confirmed the Organizational culture linkage to economic performance and organization's success. (Denison,*et al;*2007).The attraction of organization norms, values and beliefs have strong affect upon performance and sustainability. The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability. (Stewart, 2010).

Awad and Saad (2013) conducted a study titled in order to explore the impact of organizational culture on employee job performance using Hofstede's dimensions of culture and concluded that organizational strong culture has a significant and strong impact on employee's job performance.

Shahzad et al (2013) conducted a primary based research study using sample size of 110 employees of software houses across pakistan data has been gathered through questionnaire the findings of research has confirmed a positive impact of organizational culture on employees job performance.

Wambugu (2014) carried out a study to examine the impact of organizational culture on employee's job performance by taking sample size of 63 staff members employed at different organizational levels. Data has been analyzed using SPSS and found out the strong positive effect of organizational culture on job performance and work characteristics.

2.3 Motivation

Motivation at organizational level can be defined as a psychological driving force which induces the behavior of goal attainment in employees. Thus it can be called as a guiding principal that enables people to stay focused towards attaining goals and having success. Motivation when intrinsic derives from within the person and is directly related to job task and employee itself. For example, achievement, accomplishment and competence are derived from performing one's job well. Extrinsic motivation comes from the work environment, external to the person and his or her work. Fringe benefits and rewarding good actions are examples of this type of motivation. (Mankoe, 2006). However many researchers placed a substantial amount of endeavorin order to demonstrate that the motivation and job performance are positively related that means a happy worker is a good worker. (Katzell& Thompson, 1990). Motivation is critically important for workers. It performs a significant role in improving the level of efficiency of employees. Apart from that, on a broader side it leads to the achievement of organizational goals. (Broni, 2012).

Asim (2013) carried out research to see the impact of motivation on employees job performance in an education sector of Pakistan and has found a positive relationship between the two variables. 118 university employees from all over the Pakistan has been taken as research sample size. Descriptive analysis has been done using SPSS regression analysis.

Edwin (1993) has found out through empirical analysis that the rewards are the most significant and desirable motivating factor for the employees. Conclusion has been drawn from responses gathered through random sampling technique. Thus motivation has a role in enhancing employee's job performance.

2.4 Job Performance

Job performance is the most significant, considered and concerned factor of any organization. This variable is of vivid importance as the dependent variable and plays very important role in the researches and the practices. Job performance basically reflects that what efforts are put by the individual towards the tasks and how well and efficiently task has been achieved. More broadly,Job performance deals with the workplace and is a part of the human

resource management, commonly refers whether a person performs their job well. It is directly related to the outcome and success of the organization.Many studies have been done to see the job performance of employees within organization and many have contributed in exploring its significant determinants.

Smith and Segal (2012) discovered in a research that sometimes the outcome received is not under the control of the individual. The study was on the performance of the employees in the organization through sample size of 179, questionnaire were distributed and results have shown that even the event managers and its management usually pay attention on the performances of the individuals, they think that it is for the short period of the time and is very dependent on the individual's effort. Most event organizers organizes the event in such a way that focuses on the working of the individual but under the supervision of any person in charge to look after the particular task or the function. Therefore, the performance of the single individual is totally dependent on his own effort. That person is responsible for the success of the overall and is awarded in the end and will enhance the performance.

Emin and Kahya (2009) conducted a study to examine the job performance of employees in medium sized organization by taking sample of 143 employees. He measured the factors affecting the job performance. The study concluded that education level and the experience of doing job has less effect on the performance as compared to the creativity to solve a problem.

Dunlop & Lee (2004) conducted a study on organizational employees with the size of 376. They investigated that there are two types of performances in an individual which depicts the reaction of the employees. The study has focused on the behaviors of the employees which has influence on the performance. One is the counterproductive performance as a voluntary behavior which is also be known as the behaviors that are non tasked which may harm the organization as it includes the voluntary actions on which on has no control, and the second one is the performance which is adaptive that is not the voluntary and one has control on that through this an employee may response according to the situation and the demand of the environment thus voluntarily poor performance can be controlled through organizational aesthetics.

Hogan & Holland (2003) stated that the measurement of performance is way too difficult task as special consideration is involved and to get along in the organization, employees tries to get the recognized state and seek the responsibility so that it would be one of the reason to get the competitive edge.

Babin& Boles (1996) found through a qualitative study that motivational strategy has a strong linkage in increasing employees performance that is when the individuals are highly motivated they will definitely be producing good and have high job performance.

2.5 Commitment

Commitment to an organization can be referred to as an attachment of employees to their organization. The main area of concern is to find ways to improve how workers feel about their jobs. The regards of the employees toward the job tell about level of their commitment to the organization. Organizational commitment predicts the work including the job performance. In the present era, the organizational commitment has gained greater attention by the researchers. According to research done by (Ismail,*et al*; 2011) using the sample size of 644 employees of banking sector organizational commitment is fully effective to the both employee and the branch level staff. Another longitudinal field study consisting of sample size of 360 by (Alexandra, *et al* ;2010) founded that commitment is a key for meeting the challenges. If the individual will be committed, more challenges would be taken and would make the organization competed. The study confirmed the effect of organizational commitment of the employees on their performance at work.(Porter,*et al*: 1974) stated that commitment is basically a will to align the goal of the individual with that of the organization. If commitment is based on emotional ties due to the positive work experience it is termed as affective commitment and if commitment is based on the perceived obligation with organization then it is termed as normative commitment. A study conducted by (Valerie, 1999) on organizational commitment and perceived organizational support. Sample of both elementary and secondary teachers was taken to undergo their perceptions about the organization and their commitment comprising of 700 employees. The results showed the significant relation with one another. (Hauknech, 2009) investigated that the main reason of the employees to stay in the organization is the organizational commitment and solution for that is team commitment. According to study by (Devos, 2002) which comprised of

sample size of 250 employees organizational commitment is an important factor in an organization.

Javed and iqbal (2014) have conducted this study to investigate the impact of employee Commitment on employee's job Employee Performance via Employee job Satisfaction. Author made use of statistical population of Banking Sector that comprises of 110 employees of 10 banks and data was collected through a self administrative questionnaire. Correlation coefficient, Regression analysis and "ANOVA was conducted for regression analysis. The two independent variables Organizational commitment and Employee satisfaction were taken and employee job performance has been taken as dependent variable. Results of the undergone study showed Positive relationship between Organizational commitment and employee and Employee job Performance via employee satisfaction.

Mimari (2013) investigated the relationship between organizational commitment and employees' job performance in Meli Bank in Kurdistan Iran. The results showed a positive and significant relationship between organizational commitment and employees' job performance. Comparative analysis of three dimensions of organizational commitment has been carried out, normative commitment has a positive and significant correlation with employees' job performance. Moreover, the study explored the employee's job performance with four of demographic variables, results indicated that male employees tend to be high performer as compared with their female counterparts. The study implications and limitations were also presented.

Commitment can be described as the relative influence of an individual's understanding with and in a specific organization. Low commitment causes extraordinary degree of turnover and absenteeism. However greater the level of job satisfaction yields a higher level of organizational commitment which further leads to improved job performance. Thus Commitment can be called as "an emotional state that fixes a person with the organization.

Xin G, et al (2014) investigated the link between perceived organizational support (POS) and job performance (JP) for the faculty members at Chinese universities. The objectives of the research included examining the correlation between POS and JP, identify the predictors of POS,

investigating the influence of mediating factors between POS and JP; and comparing the findings of this study with other studies. For analysis, a cross-sectional questionnaire survey was conducted which was administered to 700 faculty members of six universities. A total of 581 valid questionnaires were obtained for analysis. A statistical model was applied for research analysis. The results indicated that the relationship between POS and JP was mediated by job satisfaction and affective commitment (AC). Conclusively, the relationship between POS and JP is mediated by JS and AC and is affected by POS.

2.6 Task Performance

Osman K. and Mehmet A. (2016) proposed a conceptual model that linked perceived organization support (POS) and organization mission fulfillment (OMF) to job performance (JP) via task performance. The research data for this study was gathered from frontline bank employees with a time lag of two weeks including their supervisors in Northern Cyprus. This study contributed to the current knowledge base by linking OMF and POS to JP via WE in frontline service jobs in the retail banking industry. The research used structural equation modeling for analysis. The results suggested that OMF and POS foster job performance of employees.

Asya P. (2011) tested the relationship between pay contingency and types of perceived support on job performance and commitment of employees in Israel. The direct impact of Perceived Organizational Support (POS) and Perceived Supervisor Support (PSS) was seen on the task performance of employees. The study further scrutinized the impact of each type of support on job performance and commitment. For data analysis a self-report questionnaire was administered to a sample of managers and professionals. The data were tested with regression analyses. The results of the study indicated that different kinds of support that are perceived to be provided either by the organization or by the supervisor boost job performance. However, the interactions related to commitment were not significant.

2.7 Significance of the study

The given or reviewed literature shows that there exists a theoretical as well as practical relation between POS and Job Performance. The novelty of undergoing research lies in studying the causal relationship of POS and Job performance by incorporating all the selected dimensions together for the first time specifically in case of Pakistan. There is relatively lesser research work done on behavioral studies of employees which depicts the lack of immense literature on this topic. Undergoing study would tend to help in filling up this gap in body of existing literature.

2. METHODOLOGY

The purpose of undertaken study is to examine the impact of perceived organizational support on employee's job performance. Sufficient no. of empirical studies support that organizations that work in accordance with the organizational support activities or can be said as practices enhances the employee's job performance. The undergone study aims to examine the the impact of perceived organizational support on job performance of employees via the inclusion of two very significant dimensions of employee's job performance and perceived organizational support.

Following chapter has been planned to illustrate the mode of study, model specification, and data collection and to clarify statistical procedures in order to analyze data. For fulfilling the goals of this research study, the sample size of population of targeted telecommunication companies is taken to collect the primary data. Data have been collected through structured questionnaires that were disseminated to employees of all levels in the telecommunication sector situated in Rawalpindi and Islamabad. After collecting data, this data have been analyzed in SPSS and interpreted afterwards.

For the detailed analysis of methodology data and statistical description of study this chapter is divided into three subsections. Section 4.1 shows the theoretical model of the research under contemplation, in section 4.2 reveals the research design and sample discussions, section 4.3 presents details of data and estimation technique.

3. Theoretical Framework

The proposed research aims to see that how well perceived organizational support plays

its role in improving job performance of employees working in telecommunication sector in case of Pakistan. For the current study organizational culture, and motivation are taken as dimensions of perceived organizational support and job performance is measured through the dimensions of commitment task performance. Furthermore the undergoing research is being conducted to reconfirm the proposed phenomenon by *theory of organizational support* and *theory of social exchange*.

Perceived Organizational Support   **Job Performance**

• Organization culture • Motivation
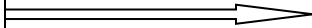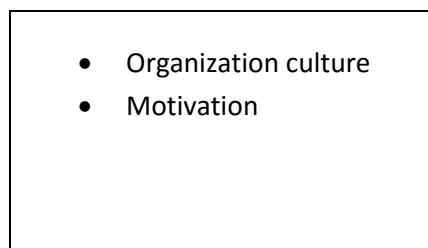
• Commitment • Task performance
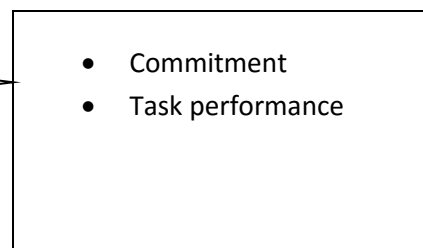
4.1 Study Design

The present study is quantitative in nature. The impact and relationship between variables have been investigated in this research.

For each variable dimensions have been defined and scrutinized through literature evidence and support. However, the direction of relationships has been measured to identify the type and intensity of the relationship.

After developing the frame work of the study through identification of variables the next step was to plan which research design is appropriate for data collection, data analysis and interpretation in order to answer the research questions. A field survey was adopted for this research. The purpose of this study was hypothesis testing that has done through investigating the relationship among study variables.

4.2 Study Population

The population taken for this study was the employees and managers of telecommunication sector of Rawalpindi and Islamabad, Pakistan.

4.3 Sample

Convenient sampling technique has been used in the undergone research study. The main motive for choosing this sampling technique was the time constraint and since the study was only confined to take sample of just Rawalpindi and Islamabad, thus this type of sampling technique was preferred one for such a scenario. Total 150 questionnaires were circulated and got back only 100 of them so data was collected from 100 employees working in different telecommunication companies.

4.4 Instrument

The instrument used for data collection data in case of this study is closed-ended and structured questionnaire. The research questionnaire comprised of 30 questions in total other than the demographic questions that include knowledge about gender, experience and age of respondents. Questionnaire was prepared by keeping in consideration the variables, dimensions and research hypothesis for the employees of telecom sector. Instruments and measures for the questionnaire have been adopted from multiple academic experts and have been modified and adapted according to the contextual settings of the targeted region, so that it is in accordance with the objectives of the study. The research questionnaire consists of questions on the included dimensions of the variables of the study that are perceived organizational support and employee's job performance. The instrument developed for perceived organizational support includes two major measures that consist of organizational culture and motivational strategies. The instrument developed for the dependent variable includes employee performance, task performance and and employee's commitment. The instrument used is a five-point Likert scale, representing choices of attitudes and responses from strongly disagree to strongly agree. Questions on the dimensions of Job performance has been adapted by referring to the article of Linda K, *et al* (2013), whereas for the measurement of POS dimensions Eisenberger (1986) has been referred.

4.5 Sampling technique

The sampling technique used was convenient sampling as data was collected only from the telecommunication companies within the Rawalpindi and Islamabad which were easily available for data collection.

4.6 Statistical Tool

Data has been entered and analyzed using statistical package for social sciences (SPSS) version 16.

4.7 Time Horizon

The time frame of the study is cross sectional. As variables trend is studied over a single period of time by taking different no. of respondents.

4.8 Data Collection

The data was collected through adapted questionnaire to analyze the viewpoint of the employees and managers regarding the perceived organizational support and job performance and the organizational support they get from the organization. 150 questionnaires were circulated among employees. About 100 total questionnaires had returned and these questionnaires were used for the study. The study has been done by using structured questionnaire surveys with closed-ended questions there were distributed to the employees of the telecommunication sector (Mobilink, Telenor, Ufone and Huawei).

4.9 Measures

The questionnaire was rated on a five-point likert scale in which 1 representing strongly disagree and 5 representing strongly agree. It has been indicated in research that five point likert scale is good enough and increase in points from five to seven or nine in likert scale does not improve the reliability of rating.

4. RESULTS AND DISCUSSIONS

The present study examines effect of Perceived Organizational Support on employee's Job Performance in case of telecom sector, Islamabad and Rawalpindi. Study has made use of SPSS 16 for the purpose of estimation. First of all reliability check for all the variables and relevant dimensions has been performed by checking coefficient Chronbach's Alpha value. All variables came out to be highly significant and reliable.

This chapter is divided into four sections. Each of the section discusses the results of each step of reliability, correlation, regression, descriptive statistics and frequency tables. Section 4.1 shows the result of reliability test; section 4.2 shows the descriptive statistics; section 4.3 explains the results of correlation; section 4.4 discusses the results of regression analysis and section 4.5 exhibits the frequency charts of respondent's reactions that were collected through questionnaire.

4.1. Reliability Statistics

For checking both the reliability and stability of the data reliability test is established by testing the reliability coefficient that is Cronbach`s alpha. This check is most often applied when the research study comprises of multiple Likert queries that have scale of 1 to5 with different classifications and researcher apply this test in order to find the reliability of internal consistency of the scale. If the value of coefficient Cronbach`s alpha is closer to one it indicates the higher reliability of the scale.

Reliability Statistics

Cronbach's Alpha	N of Items
.975	6

As shown in above Table, 6 items of POS are being taken and Cronbach's alpha came out to be .975. In general, the reliabilities that are less than .60 are considered as poor or not desirable, those that fall in .70 ranges are said as suitable and those over .80 are the ones that have excellent consistency. Therefore, the result usually consider as good or significant if the internal consistency of the measures are excellent. In this case reliability is highly significant with value of coefficient equal to one almost.

Reliability Statistics

Cronbach's Alpha	N of Items
.842	6

As shown in above Table, 6 items of Job Performance are being taken and Cronbach's alpha came out to be .842. In general, the reliabilities that are less than .60 are considered as poor or not desirable, those that fall in range of .70 are said as suitable and those over .80 are the ones that have excellent consistency. Therefore, the result usually consider as good or significant if the internal consistency of the measures are excellent. In this case reliability is highly significant with value of coefficient as quite suitable one.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	6

As shown in above Table 3, 6 items of commitment are being taken and Cronbach's alpha came out to be .859. In general, the reliabilities that are less than .60 are considered as poor or not desirable, those that fall in range of .70 are said as suitable and those over .80 are the ones that have excellent consistency. Therefore, the result usually consider as good or significant if the internal consistency of the measures are excellent. In this case reliability is highly significant with value of coefficient as good enough and desirable one

Reliability Statistics

Cronbach's Alpha	N of Items
.927	6

As shown in above Table, 6 items of Task Performance re being taken and Cronbach's alpha came out to be .927. In general, the reliabilities that are less than .60 are considered as poor or not desirable, those that fall in range of .70 are said as suitable and those over .80 are the ones that have excellent consistency. Therefore, the result usually consider as good or significant if the internal consistency of the measures are excellent. In this case reliability is highly significant with value of coefficient as the excellent one.

Reliability Statistics

Cronbach's Alpha	N of Items
.784	6

As shown in above Table, 6 items of motivation are being taken and Cronbach's alpha came out to be .784. In general, the reliabilities that are less than .60 are considered as poor or not desirable, those that fall in range of .70 are said as suitable and those over .80 are the ones that have excellent consistency. Therefore, the result usually consider as good or significant if the internal consistency of the measures are excellent. In this case reliability is significant with value of coefficient as suitable one.

Reliability Statistics

Cronbach's Alpha	N of Items
.822	6

As shown in above Table 6, 6 items of organizational culture are being taken and Cronbach's alpha came out to be .822. In general, the reliabilities that are less than .60 are considered as poor or not desirable, those that fall in range of .70 are said as suitable and those over .80 are the ones that have excellent consistency. Therefore, the result usually consider as good or significant if the internal consistency of the measures are excellent. In this case reliability is significant with value of coefficient as good enough and desirable one.

4.2. Descriptive Statistics

Descriptive statistics test is carried out in order to determine the mean, median, mode and standard deviation values for numeric variables. The total no. of respondents in undergone research is 100 and Descriptive statistics of the undergone study are given below in the following table.

Statistics

		JP	POS	COM	MOT	OC	TP
N	Valid	100	100	100	100	100	100
	Missing	0	0	0	0	0	0
Mean		4.0160	3.9060	3.9140	4.0180	3.9140	3.9120
Median		4.0000	4.2000	4.2000	4.0000	4.2000	4.2000
Mode		4.00	4.20	4.00	4.00[a]	4.00	4.00
Std. Deviation		.75941	.90317	1.01872	.71072	1.01872	1.04304

a. Multiple modes exist. The smallest value is show

Descriptive analysis as depicted in table above shows that the mean value of variable Job Performance is 4.016 with the standard deviation of .7594, it shows that an average with which the employees tend increase their performance at work due to perception that organization cares

about their well being is 401%.

Descriptive analysis as depicted in table above shows that the mean value of variable Perceived Organizational Support is 3.90 with the standard deviation of .90317; it shows that an average with which the organization tend to impact Job performance of employees by adopting POS strategy is 390%.

Descriptive analysis as depicted in table above shows that the mean value of variable commitment is 3.914 with the standard deviation of 1.018, it shows that an average with which the employees tend to increase their commitment towards the organization because of the treatment they get from the organization is 391%.

Descriptive analysis as depicted in table above shows that the mean value of variable Task Performance is 3.912 with the standard deviation of 1.014, it shows that an average with which the employees tend to increase their task performance because of the treatment they get from the organization is 391%.

Descriptive analysis as depicted in table above shows that the mean value of variable motivation is 4.018 with the standard deviation of .710 , it shows that an average with which the organization tends to impact the employees job performance by encouraging through reward and recognition is 407%.

Descriptive analysis as depicted in table above shows that the mean value of variable Organizational Culture is 3.914 with the standard deviation of 1.018, it shows that an average with which the organization tends to impact the employees job performance by giving autonomy at work and involving them in decision making is 391%.

4.3.   Correlation Analysis

Statistical measurement or estimation of the relationship moreover it can also be called as exploring the association that exists among two or more variables is known as "correlation". The coefficient of correlation varies from +1 to –1; the value of coefficient zero shows that there does not exist any relationship among the variables under consideration. Correlation would be called as negative one if its value would be less than zero or -1 indicates the existence of perfect negative relationship. As far as correlation of +1 is concerned, it indicates a perfect positive

correlation, which demonstrates that both the variables move in the parallel direction or they are said to be related one.

Correlations

		JP	POS	COM	MOT	OC	TP
JP	Pearson Correlation	1	.755**	.773**	.972**	.773**	.821**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
POS	Pearson Correlation	.755**	1	.965**	.795**	.965**	.950**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
COM	Pearson Correlation	.773**	.965**	1	.814**	1.000**	.985**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
MOT	Pearson Correlation	.972**	.795**	.814**	1	.814**	.821**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
OC	Pearson Correlation	.773**	.965**	1.000**	.814**	1	.985**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
TP	Pearson Correlation	.821**	.950**	.985**	.821**	.985**	1

	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

Pearson correlation coefficient between independent and dependent variable that is Perceived organizational support and job performance came out to be .755 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. i.e if Perceived Organizational Support increases it would cause job Performance of employees to increase as well.

Pearson correlation coefficient between independent and dependent variable that is Perceived organizational support and commitment came out to be .965 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. i.e Perceived Organizational Support increases it would cause employee commitment to increase as well.

Pearson correlation coefficient between independent and dependent variable that is Perceived organizational support and task performance came out to be .950 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. i.e if Perceived Organizational Support increases it would cause task Performance of employees to increase as well.

Pearson correlation coefficient between independent and other independent variable that is Organizational culture and Perceived organizational support came out to be .965 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. That shows higher the consideration of organization about how their employees perceive them higher would be its consideration in providing them with employee friendly organizational culture.

Pearson correlation coefficient between independent and other independent variable that is motivation and Perceived organizational support came out to be .795 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. That shows higher the consideration of organization about how its employees perceived about them then higher would be its consideration in providing equitable

rewards.

Pearson correlation coefficient between independent and other independent variable that is Organizational culture and Job performance came out to be .773 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. i.e more the organizational culture would be the one which like giving workers autonomy in doing their work then more would be the employee's job performance.

Pearson correlation coefficient between independent and the dependent variable that is motivation and Job performance came out to be .972 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. i.e more the organizational would be the one which likes giving appreciation and rewards for good work then more would be the employee's job performance.

Pearson correlation coefficient between dependent and other dependent variable that is Job performance and task performance came out to be .821 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. Higher the task performance higher would be the job performance.

Pearson correlation coefficient between dependent and other dependent variable that is job performance and commitment came out to be .773 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. That shows more the level of commitment employees have higher would be their job performance.

Pearson correlation coefficient between independent and other independent variable that is motivation and organizational culture came out to be .814 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. That shows higher the work autonomy provided to employees higher would be their motivation.

Pearson correlation coefficient between dependent and other dependent variable that is

commitment and task performance came out to be .985 that is significant. Pearson correlation coefficient value indicates the existence of positive and significant linear relationship among the variables of interest. That shows more the employees would be committed higher would be their task performance.

4.4. Regression analysis

Regression is known as a statistical method or technique that is used in order to determine the strength of the relationship or association that exists among the regressor and the regressend variables. Regression depicts the model summary table, which includes R-square that shows the quantity of variation in dependent variable (Job Performance), which that is being caused by an independent variable (Perceived Organizational Support).

The first table of interest is the Model Summary table. Table below gives the R and R2 value. R is the squared root of R2 (R-square) and it depicts the correlation between observed and expected values of dependent variable on the other hand, R square indicates the amount of variance in dependent variable which can be explained or caused by an independent variables. Thus, it shows the strength of association but the intensity or strength of relationship cannot be determined with it.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.865[a]	.743	.743	.17907	1.904

a. Predictors: (Constant), OC, MOT

b. Dependent Variable: Task Performance

R is known as the value of correlation coefficient. Here, the value of R came out to be 0.865 that indicates the strong positive relationship between dependent variable and independent variables. The value of R2 is 0.743, which demonstrates that one unit change in independent variables will bring 0.743 unit change in dependent variable. Adjusted R Square value is 0.971. The value or r-

square shows that 74.3% variation in task performance is being caused by organizational culture and motivation.

The standard error of the estimation of regression analysis indicates the residual's estimated variance. Standard error depicts the correctness of the model. Standard error tends to decrease as sample increases in its size.

ANOVA table presented below, it explains the Analysis of Variance, and table below indicates that how well the regression model predicts or calculates the resulting variable. The ANOVA table shows important statistics including "sum of squares" and F statistics of model.

The Durbin-Watson test is applied in order to test the null hypothesis that the residuals from an ordinary least-squares regression are not auto correlated. its values ranges from 0 to 4. A value near to 2 shows no autocorrelation; a value toward 0 shows positive autocorrelation; a value near to 4 indicates negative autocorrelation.

Durbin-Watson test statistics value is 1.904 is near to 2. It shows that there is no autocorrelation.

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	104.595	2	52.298	1.6313	.000[a]
Residual	3.110	97	.032		
Total	107.706	99			

a. Predictors: (Constant), OC, MOT

b. Dependent Variable: Task Performance

ANOVA table divides the sum of square into multiple components. It provides the basis of variance, regression, residual and total significance indicates that "does the dependent variable constantly gets forecasted by an independent variable?" in this case the answer is "yes" as the independent variable constantly predicts the dependent variable". The value of significance came out to be is .000 in this case which shows the reliability of the independent variable.

The value of total sum of squares is 107.706. While the value of regression sum of squares is

104.595. The value of residual sum of squares is3.110. While the value of F-statistics is calculated by dividing the mean regression sum of squares with mean residual sum of squares.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.837^a	.700	.696	.45456	2.07

a. Predictors: (Constant), OC, MOT

c. Dependent Variable: commitment

The value of R-square came out to be 0.837, it depicts that one unit change in independent variables will cause dependent variable to change by 0.696 units. Adjusted R Square value is 0.696 it indicates that 69.6% variation in dependent variable is taken place because of independent variable.

Durbin-Watson test statistics value is 2.070 is near to 2. It signifies the presence of no autocorrelation.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.699	3	31.566	152.771	.000^a
	Residual	40.498	196	.207		
	Total	135.197	199			

a. Predictors: (Constant), OC, MOT

b. Dependent Variable: commitment

The value of significance came out to be is .000 in this case which shows the reliability of the independent variable.

The value of total sum of squares is 135.197. While the value of regression sum of squares is 94.699. The value of residual sum of squares is 40.498. While the value of F-statistics is calculated by dividing the mean regression sum of squares with mean residual sum of squares.

4.5. Frequency Tables

Frequency tables are used in order to illustrate the frequency of several responses in a sample. They are helpful in depicting the frequency of each response to a survey question.

Question no. 1

The quality of my work has improved in the past few months as compared to last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	disagree	8	8.0	8.0	9.0
	uncertain	4	4.0	4.0	13.0
	agree	52	52.0	52.0	65.0
	strongly agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement about the improvement of their job performance as compared with previous year's performance. Only 4% gave neutral response that is they are not certain about their view regarding the improvement of their job performance. While 87% of respondents agreed that they viewed a significant increase in their performance as compared with last year performance.

The following pie chart shows the graphical distribution of respondent's views.

The quality of my work has improved in the past few months as compared to last year.

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
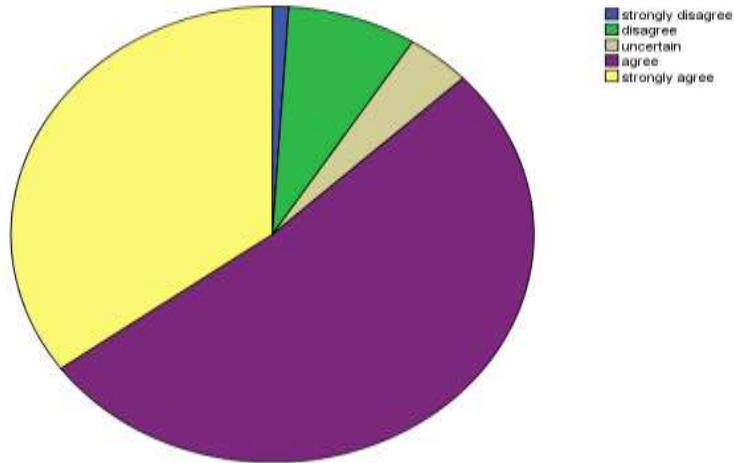
Question no. 2

I manage to plan work so that it is completed on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement about managing to plan their work so that it may get completed on time. Only 7% gave neutral response that is they are not certain about their view regarding their planning of work completion. While 76% of respondents agreed that they manage to plan their work so that it may get completed on time.

I manage to plan work so that it is completed on time
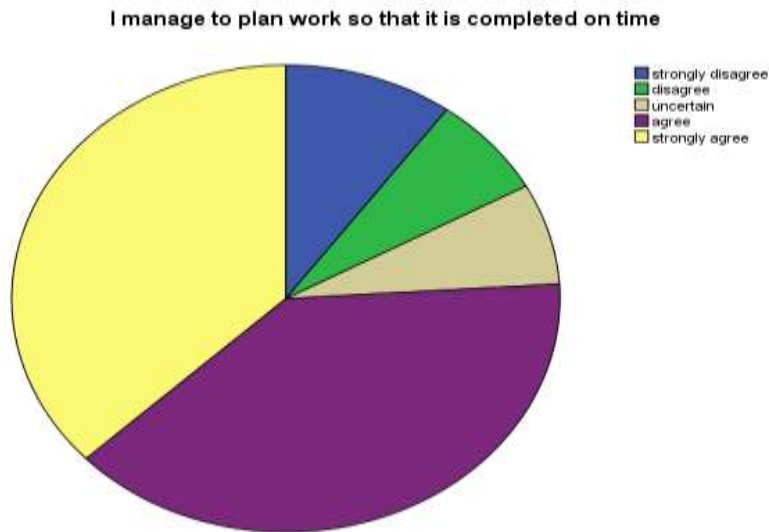
Question no. 3

I keep in mind the results that I have to achieve in work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	disagree	8	8.0	8.0	9.0
	uncertain	4	4.0	4.0	13.0
	agree	52	52.0	52.0	65.0
	strongly agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement about keeping their work objectives in mind. Only 4% gave neutral response that is they are not certain about their view regarding keeping their work objectives in mind. While 87% of respondents agreed that they keep their work objectives in mind that is they are responsible.

I keep in mind the results that I have to achieve in work

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
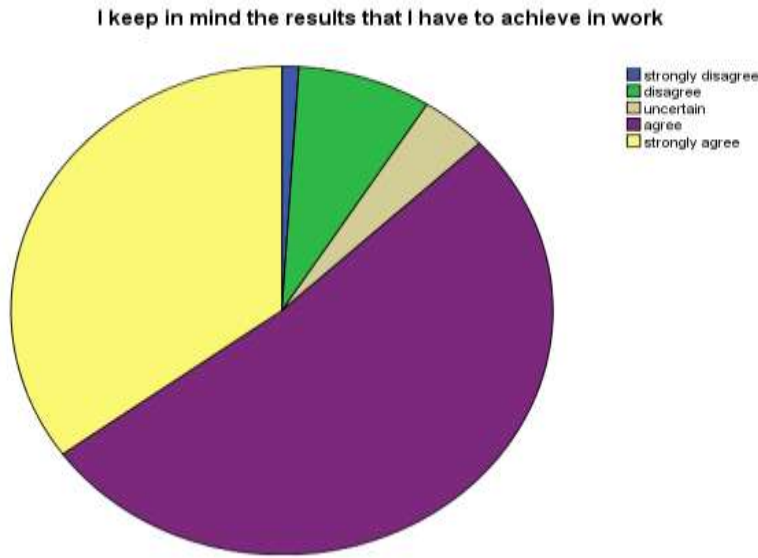
Question no. 4

I get a sense of personal accomplishment from my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	10	10.0	10.0	20.0
	uncertain	5	5.0	5.0	25.0
	agree	38	38.0	38.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 20% of them showed their disagreement about having sense of accomplishment from their work. Only 5% gave neutral response that is they are not certain about their view regarding this. While 75% of respondents agreed that they feel or get sense of accomplishment from their work.

I get a sense of personal accomplishment from my work
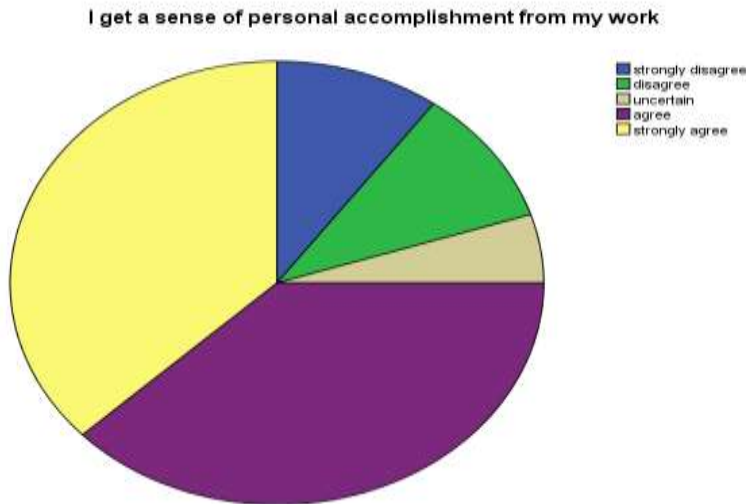
Question no. 5

I face trouble setting priorities in my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	disagree	8	8.0	8.0	9.0
	uncertain	4	4.0	4.0	13.0
	agree	52	52.0	52.0	65.0
	strongly agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement about having trouble in setting out their work priorities. Only 4% gave neutral response that is they are not certain about their view regarding this. While 87% of respondents agreed that they face trouble regarding setting out their work priorities.

I face trouble setting priorities in my work

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
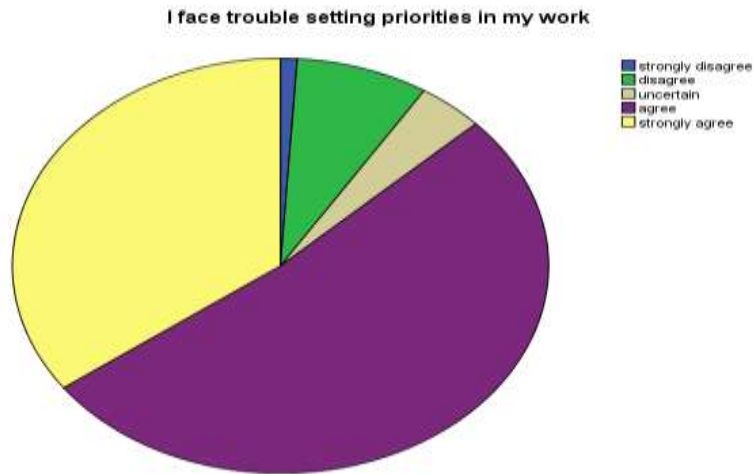
Question no. 6

I prefer keeping myself technically up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only17% of them showed their disagreement about keeping themselves up to date while only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed that they like or prefer to keep themselves technically up to date.

I prefer keeping myself technically up to date
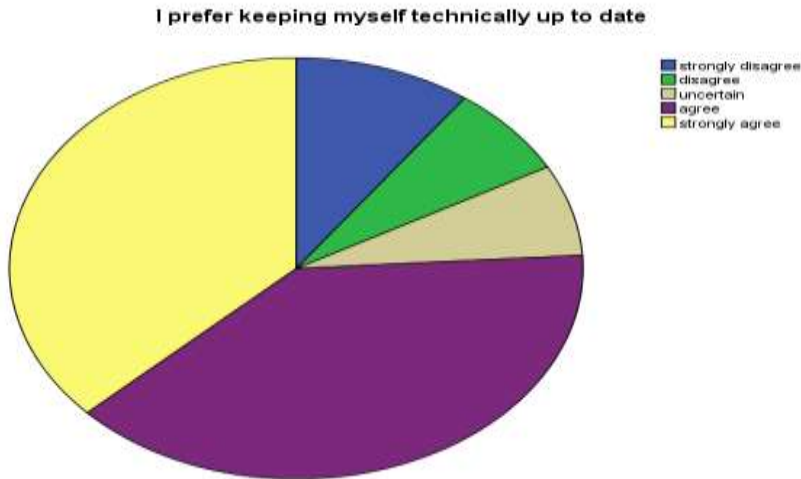
Question no. 7

I am able to perform my work well with minimal time and effort

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	disagree	8	8.0	8.0	10.0
	uncertain	7	7.0	7.0	17.0
	agree	41	41.0	41.0	58.0
	strongly agree	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement about performing their work

well without much effort in less time. That is efficiently doing tasks. While only 7% gave neutral response that is they are not certain about their view regarding this. While 83% of respondents agreed that they can efficiently perform assigned tasks.

I am able to perform my work well with minimal time and effort

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
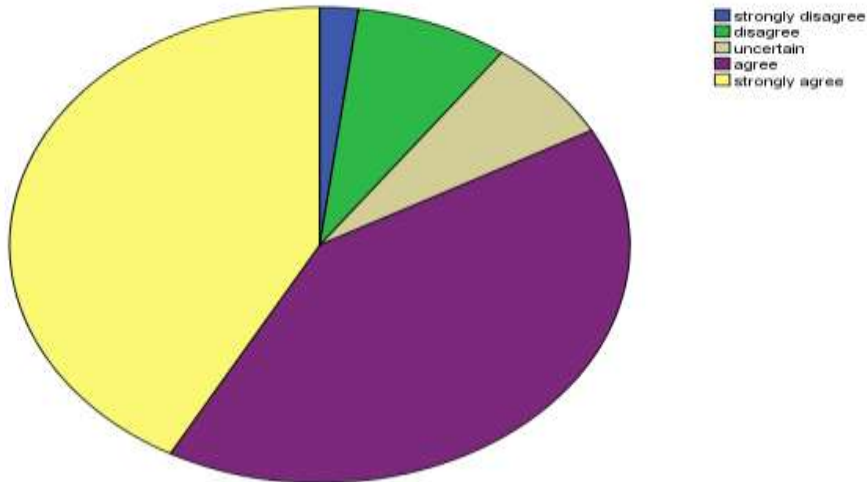
Question no. 8

I took on challenging work tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only17% of them showed their disagreement about taking on challenging work tasks while only 7% gave neutral response that is they are not certain about their view

regarding this. While 76% of respondents agreed that they like or prefer to take on challenging work tasks.

I took on challenging work tasks
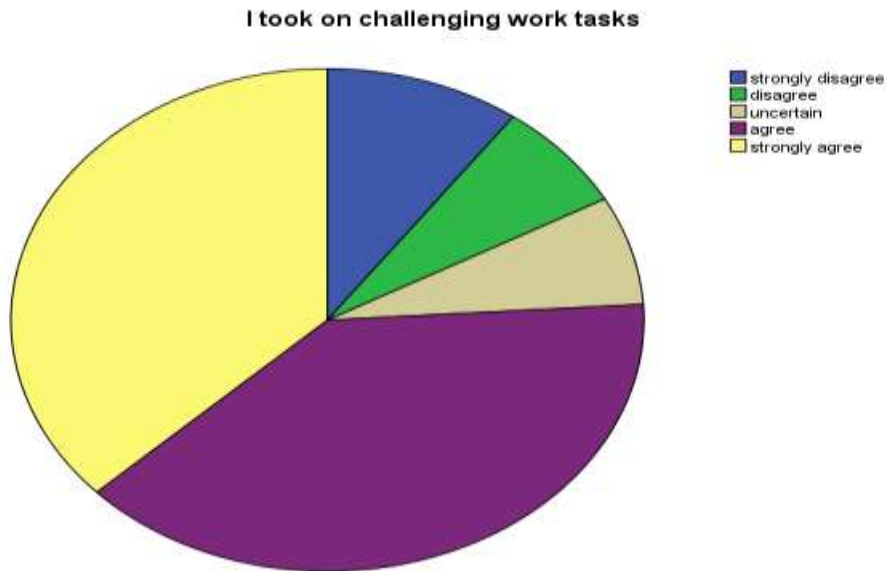
Question no. 9

I prefer to complete work on daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	disagree	8	8.0	8.0	9.0
	uncertain	4	4.0	4.0	13.0
	agree	52	52.0	52.0	65.0
	strongly agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement about completing their work tasks on daily basis while only 4% gave neutral response that is they are not certain about their

view regarding this. While 87% of respondents agreed that they like or prefer to complete their work task on daily basis.
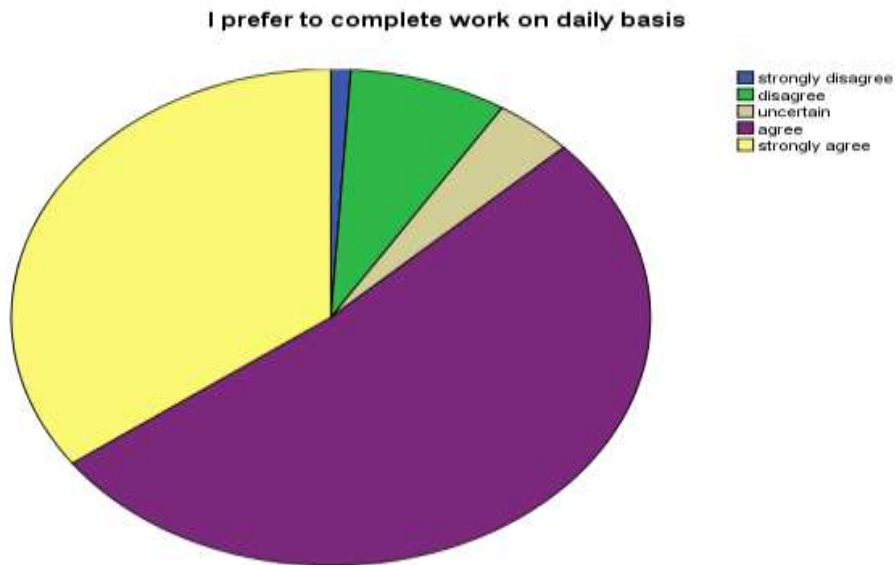
I prefer to complete work on daily basis

Legend:
- strongly disagree
- disagree
- uncertain
- agree
- strongly agree

Question no. 10

I start new tasks myself, when my old ones are finished

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement about taking on new tasks after completing the previous ones. While only 7% gave neutral response that is they are not

certain about their view regarding this. While 76% of respondents agreed that automatically switch to new tasks after finishing old ones.

I start new tasks myself, when my old ones are finished

■ strongly disagree
■ disagree
□ uncertain
■ agree
□ strongly agree
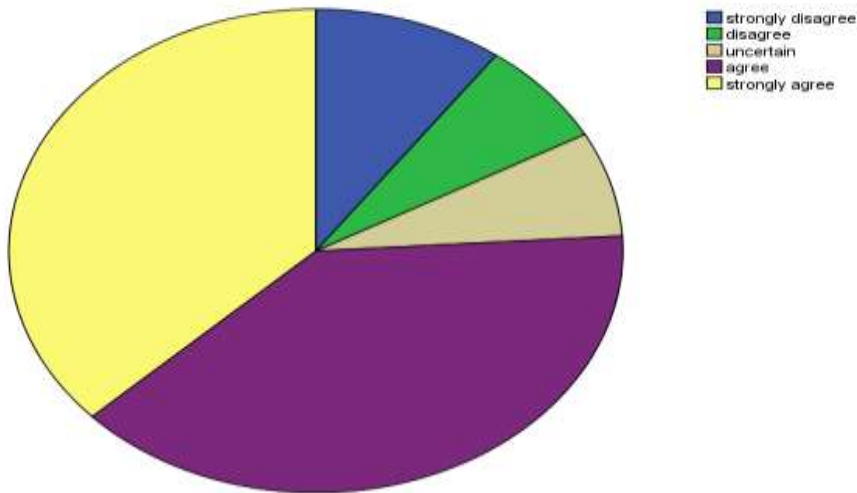
Question no. 11

The organization values my contribution to its well being

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	disagree	8	8.0	8.0	10.0
	uncertain	7	7.0	7.0	17.0
	agree	41	41.0	41.0	58.0
	strongly agree	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% of them showed their disagreement that their organization values their contribution in its well being. While only 7% gave neutral response that is they are

not certain about their view regarding this. While 83% of respondents agreed that their organization values their efforts and contribution.

The organization values my contribution to its well being

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
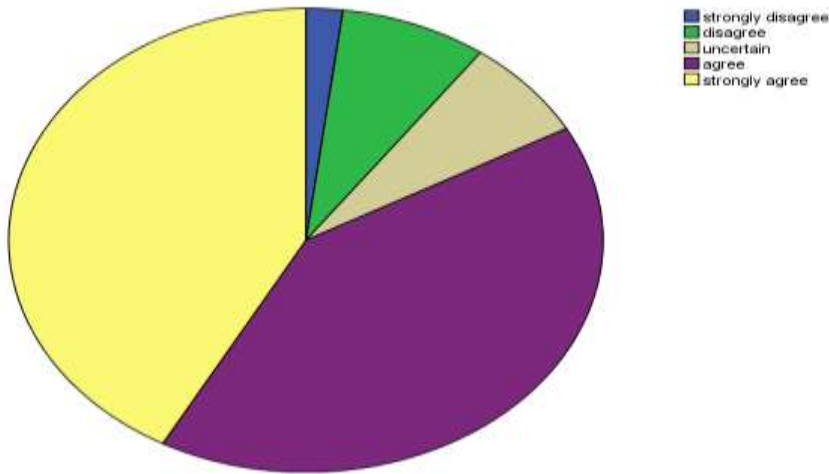
Question no. 12

The organization strongly considers my goals and values them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement that their organization values their personal goals. While only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed that their organization values

their personal goals.

The organization strongly considers my goals and values them
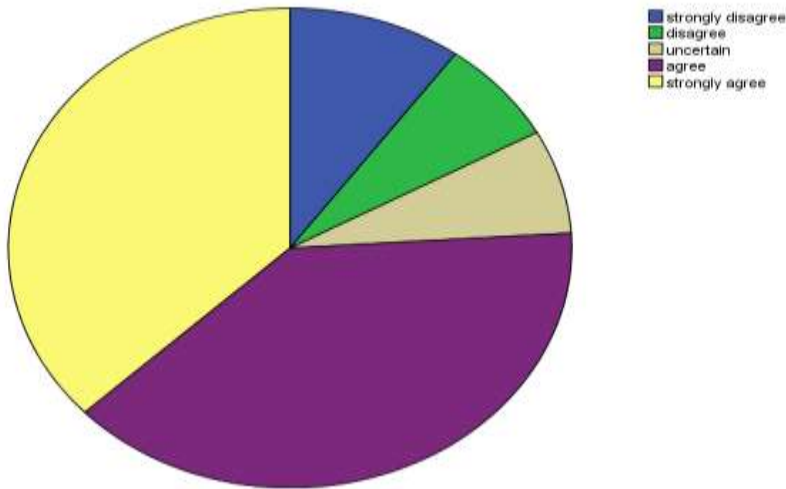
Question no. 13

The organization really cares about the well-being of its employees and focus on their career development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement that their organization cares about their well being and focus on career development. While only 7% gave neutral

response that is they are not certain about their view regarding this. While 76% of respondents agreed that their organization cares about their well being and focuses on career development.

The organization really cares about the well-being of its employees and focus on their career development
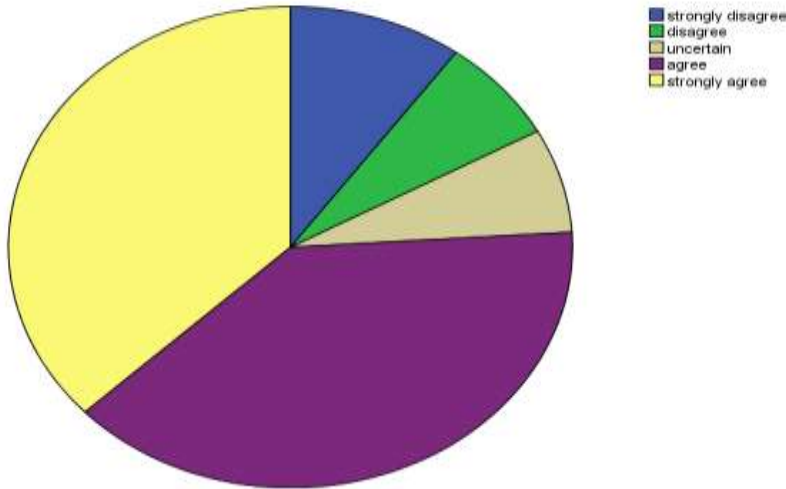
Question no. 14

The company policy encourages innovation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	10	10.0	10.0	20.0
	uncertain	5	5.0	5.0	25.0
	agree	38	38.0	38.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 20% of them showed their disagreement that their organization's policy encourages innovation. While only 5% gave neutral response that is they are not certain about their view regarding this. While 75% of respondents agreed that their organization's policy

encourages innovation.

The company policy encourages innovation

Legend:
- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
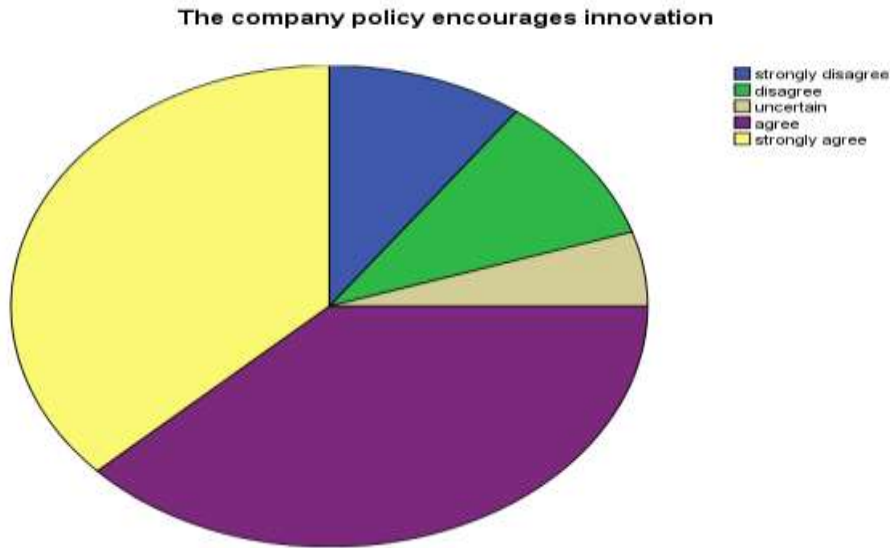
Question no. 15

Special emphasis is given on employee training and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	20	20.0	20.0	20.0
	disagree	4	4.0	4.0	24.0
	uncertain	12	12.0	12.0	36.0
	agree	24	24.0	24.0	80.0
	strongly agree	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents total 24 % of them showed their disagreement that their organization invests on their training and development. While 12% gave neutral response that is they are not certain about their view regarding this. While 44% of the respondents agreed that their organization invests on their training and development needs.
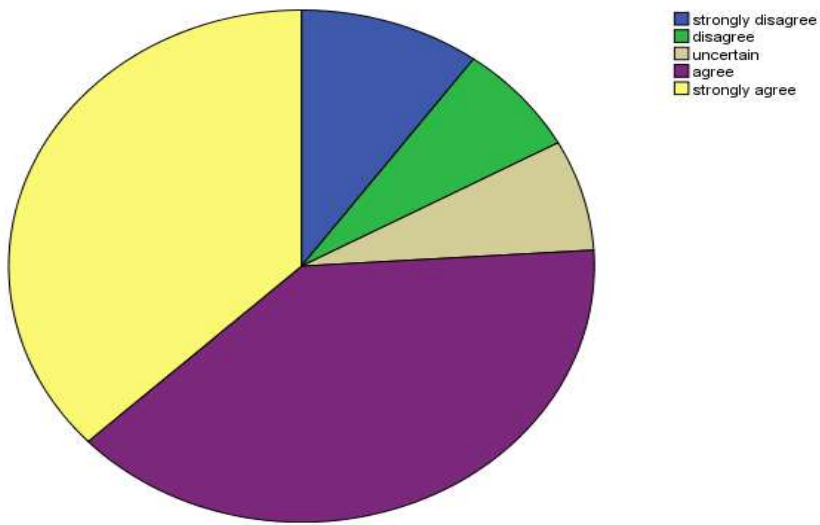
Special emphasis is given on employee training and development

Question no. 16

I feel reluctant to change to another employer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement that they feel it difficult to change to another employer. While only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed that they feel it difficult to change to another employer.

I feel reluctant to change to another employer

Legend:
- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
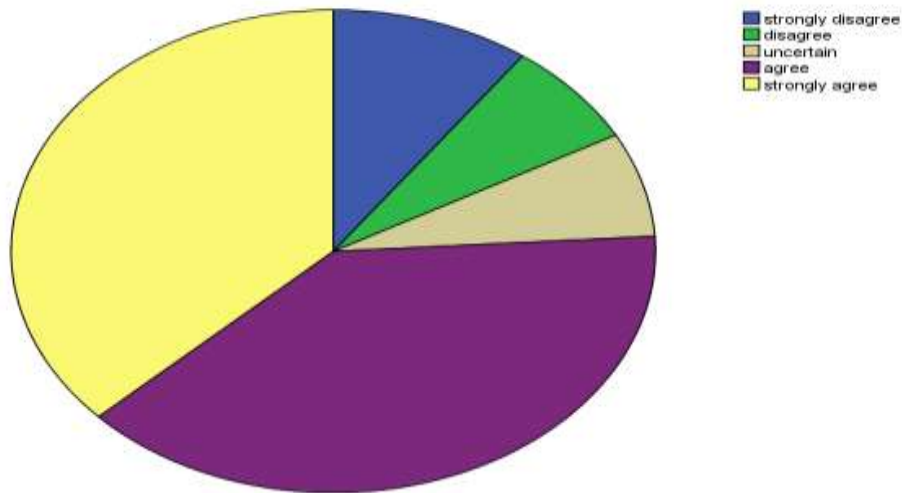
Question no. 17

I feel myself to be a part of the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement that they consider themselves as part of organization. While only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed that their feel themselves as part of organization.

I feel myself to be a part of the organization

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
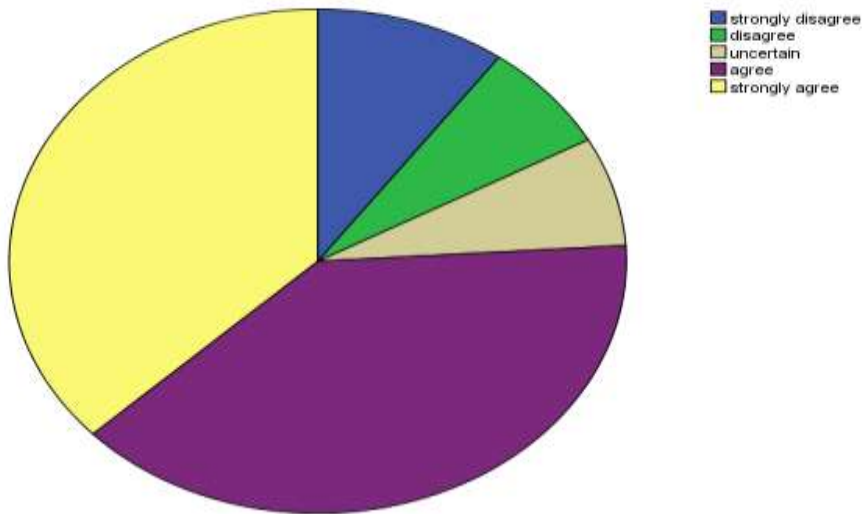
Question no. 18

I feel proud in telling people about whom I work for

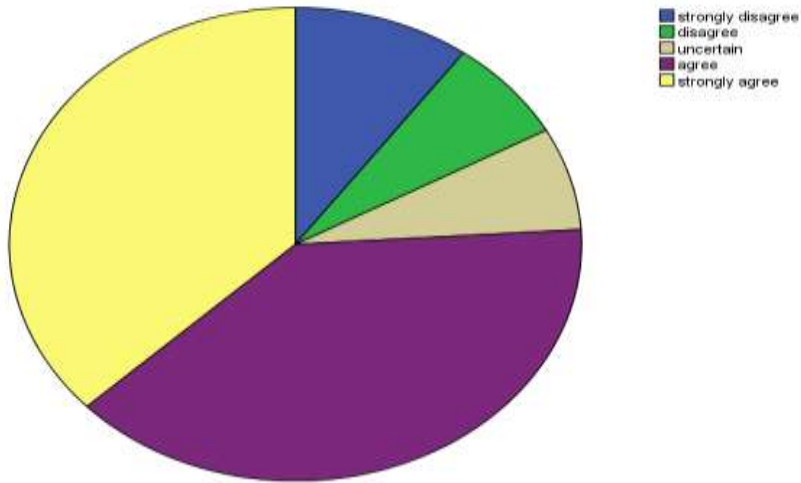|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	12	12.0	12.0	22.0
	uncertain	3	3.0	3.0	25.0
	agree	30	30.0	30.0	55.0
	strongly agree	45.0	45.0	45.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 22% of them showed their disagreement on feeling proud in telling others about whom they work for. While only 3% gave neutral response that is they are not certain about their view regarding this. While 75% of respondents agreed that their they feel proud in associating themselves with their organization

I feel proud in telling people about whom I work for

strongly disagree
disagree
uncertain
agree
strongly agree

Question no. 19

I am passionate in doing my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	disagree	8	8.0	8.0	10.0
	uncertain	7	7.0	7.0	17.0
	agree	41	41.0	41.0	58.0
	strongly agree	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% of them showed their disagreement on feeling passionate in performing their work. While only 7% gave neutral response that is they are not certain about

their view regarding this. While 83% of respondents agreed that they feel passionate about their work.

I am passionate in doing my work
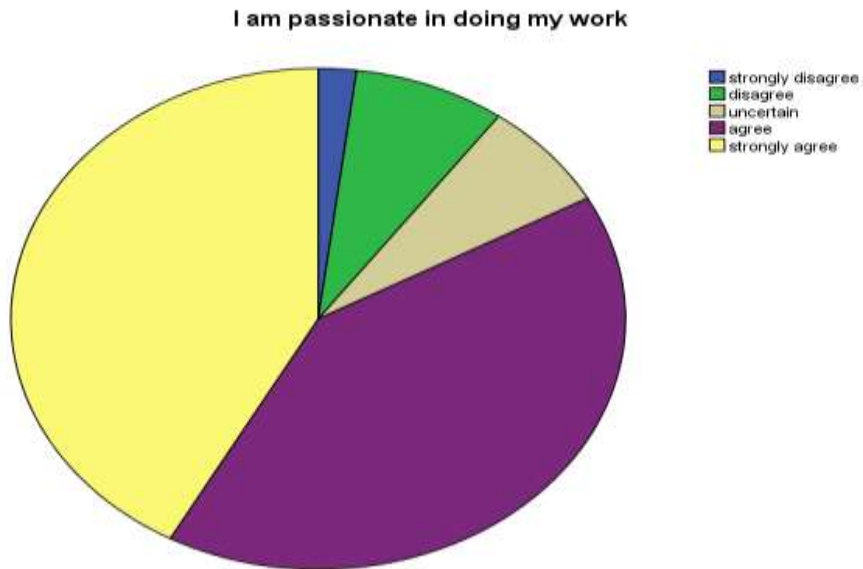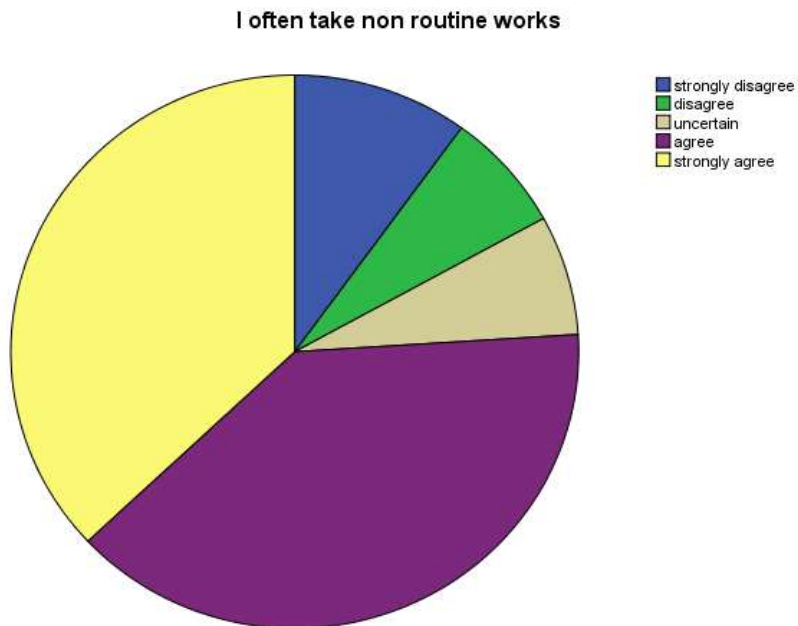

Question no. 20

I often take non routine works

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement that they often take on non

routine work tasks. While only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed that like to take on non routine work tasks.

I often take non routine works

Question no. 21

I receive recognition and praise for better performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement on receiving recognition for good performance. While only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed that receive reward on good performance.

I receive recognition and praise for better performance
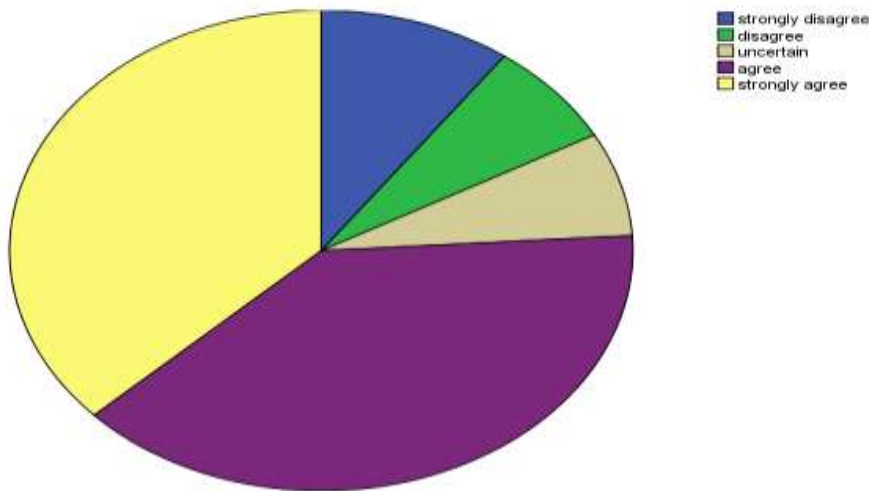
Question no. 22

I get enough autonomy in performing tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	disagree	8	8.0	8.0	9.0
	uncertain	4	4.0	4.0	13.0
	agree	52	52.0	52.0	65.0
	strongly agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement that their organization provide them autonomy of doing work. While only 4% gave neutral response that is they are not certain about their view regarding this. While 87% of respondents agreed that they are independent of performing job activities.


I get enough autonomy in performing tasks

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
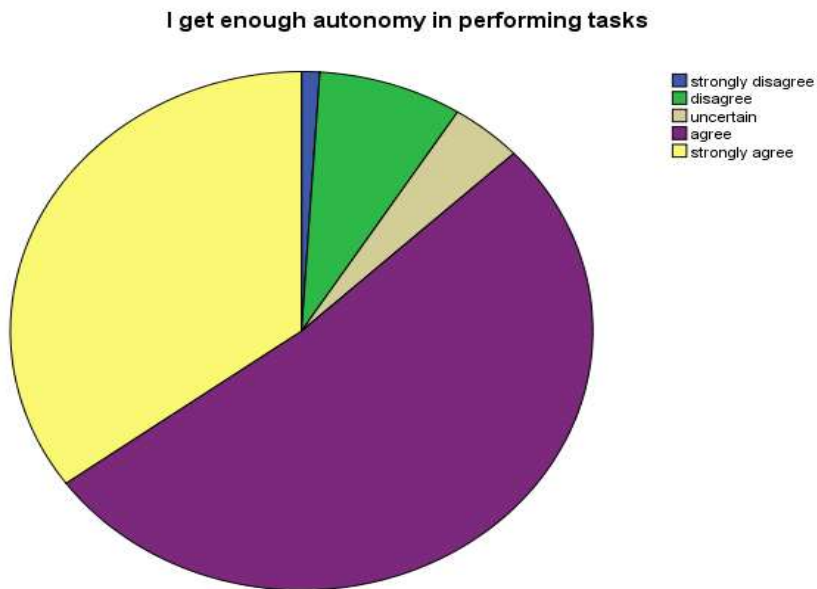
Question no. 23

I get ample opportunities to work on personal initiative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	disagree	8	8.0	8.0	10.0
	uncertain	11	11.0	11.0	23.0
	agree	35	35.0	35.0	58.0
	strongly agree	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% of them showed their disagreement on getting opportunities to work on personal initiative. While only 11% gave neutral response that is they are not certain about their view regarding this. While 77% of respondents agreed that they usually get opportunities to work for personal initiative.

I get ample opportunities to work on personal initiative

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
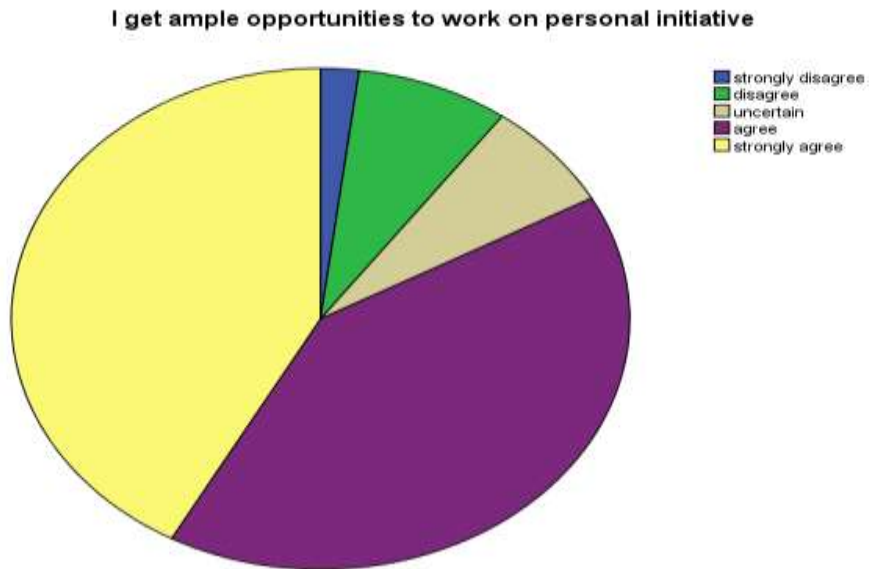
Question no. 24

The organization invests in on the job training and development of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	disagree	8	8.0	8.0	9.0
	uncertain	4	4.0	4.0	13.0
	agree	52	52.0	52.0	65.0
	strongly agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 9% of them showed their disagreement on getting on the job training by employer. While only 4% gave neutral response that is they are not certain about their view regarding this. While 87% of respondents agreed that they usually get on the job training services by employer.

**The organization invests in on the job training and development of employees**

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
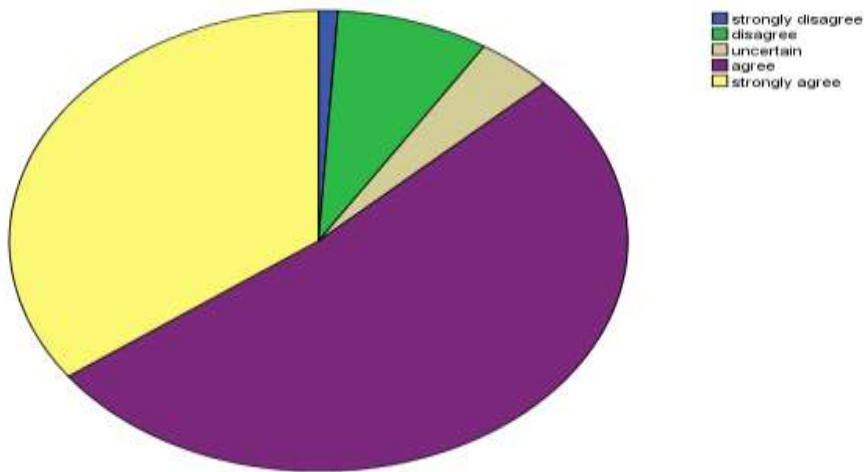
Question no. 25

For maintaining higher equity organization follows performance based compensation plans

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 17% of them showed their disagreement on performance based compensation plans by the organization. While only 7% gave neutral response that is they are not certain about their view regarding this. While 76% of respondents agreed on performance based compensation plans by the organization.

For maintaining higher equity organization follows performance based compensation plans
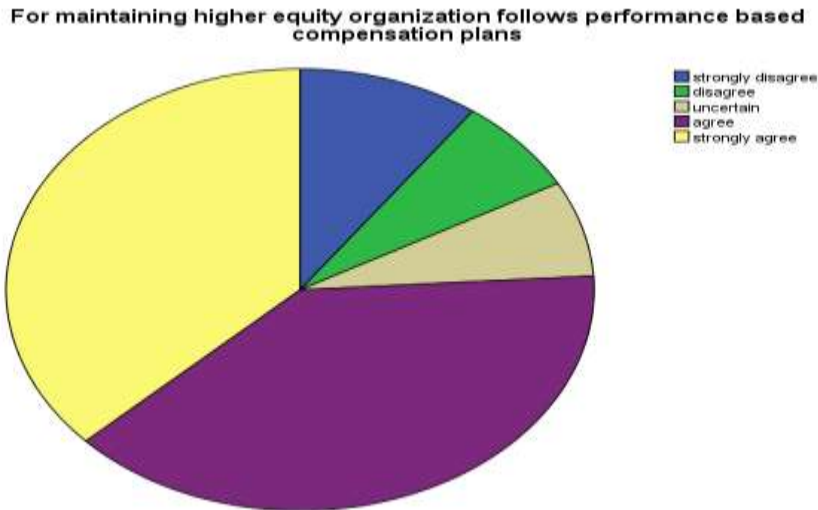
Question no. 26

The organization I work for is very much outcome oriented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% showed their strong disagreement that their organization is outcome oriented, only 7% gave neutral response that is they are not certain about their view

regarding this. Whereas 76% of respondents agreed that their organization is very outcome oriented.

The organization I work for is very much outcome oriented
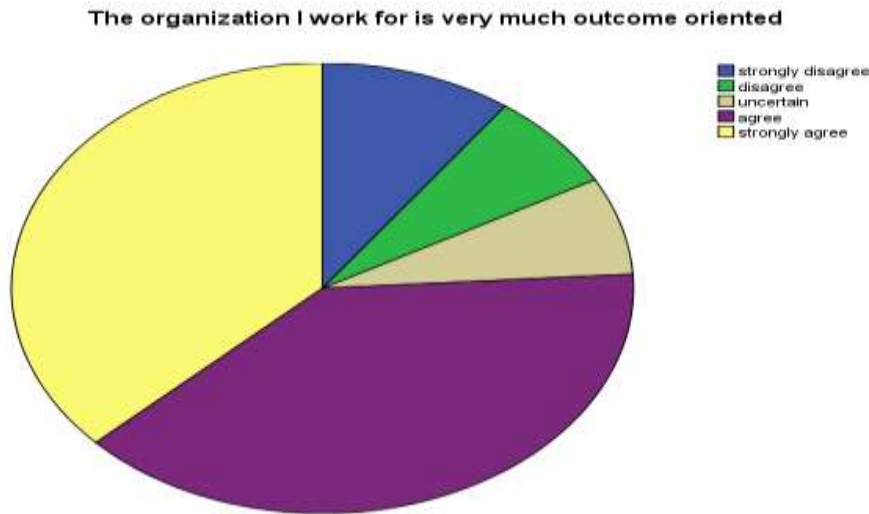
Question no. 27

The organizational environment is highly controlled and systematic one

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% showed their organizational environment is highly controlled and systematic, only 7% gave neutral response that is they are not certain about their view regarding this. Whereas 76% of respondents agreed that their organizational environment is highly systematic one.

**The organizational environment is highly controlled and systematic one**

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
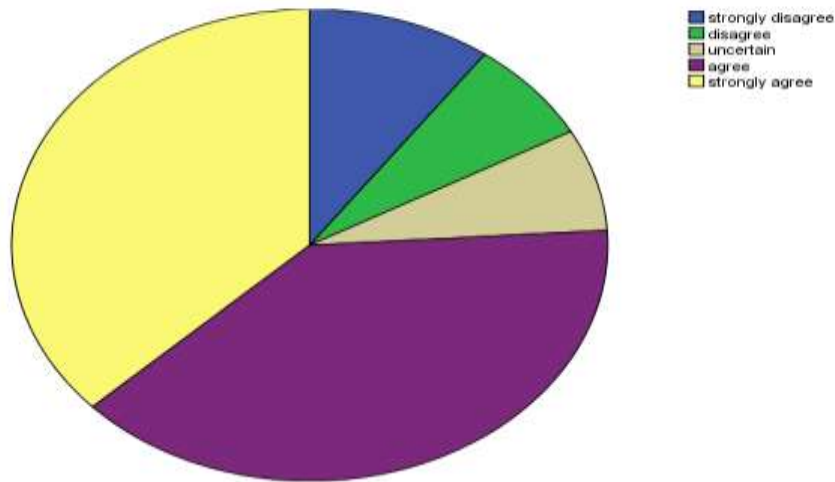
Question no. 28

The Organization culture respects diversity of employed workforce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% showed their organizational culture respects diversity of its workforce, only 7% gave neutral response that is they are not certain about their view regarding this. Whereas 76% of respondents agreed that their organizational culture respects diversity of its employed workforce.

The Organization culture respects diversity of employed workforce

- strongly disagree
- disagree
- uncertain
- agree
- strongly agree
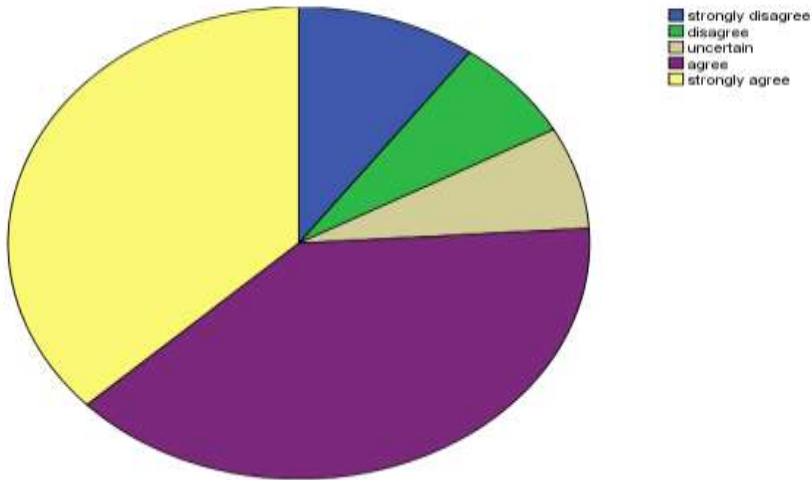
Question no. 29

The organizational culture supports employees to meet their personal commitments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	disagree	7	7.0	7.0	17.0
	uncertain	7	7.0	7.0	24.0
	agree	39	39.0	39.0	63.0
	strongly agree	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% showed their organizational culture supports to meet their personal commitments, only 7% remained neutral regarding this. Whereas 76% of respondents agreed that their organizational culture supports to meet their personal commitments.

**The organizational culture supports employees to meet their personal commitments**
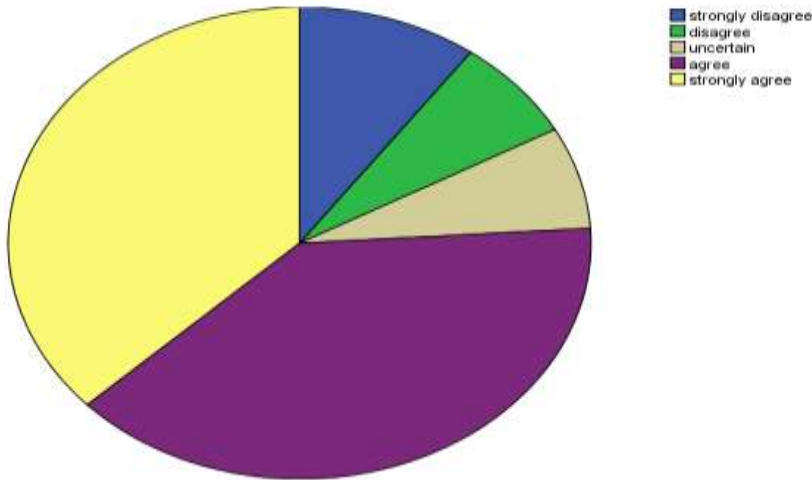
Question no. 30

The organizational hierarchy facilitates communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	disagree	8	8.0	8.0	10.0
	uncertain	7	7.0	7.0	17.0
	agree	41	41.0	41.0	58.0
	strongly agree	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

Out of 100 respondents only 10% showed their organizational hierarchy facilitates communication, only 7% remained neutral regarding this. Whereas 76% of respondents agreed that their organizational hierarchy facilitates communication

The organizational hierarchy facilitates communication

strongly disagree
disagree
uncertain
agree
strongly agree
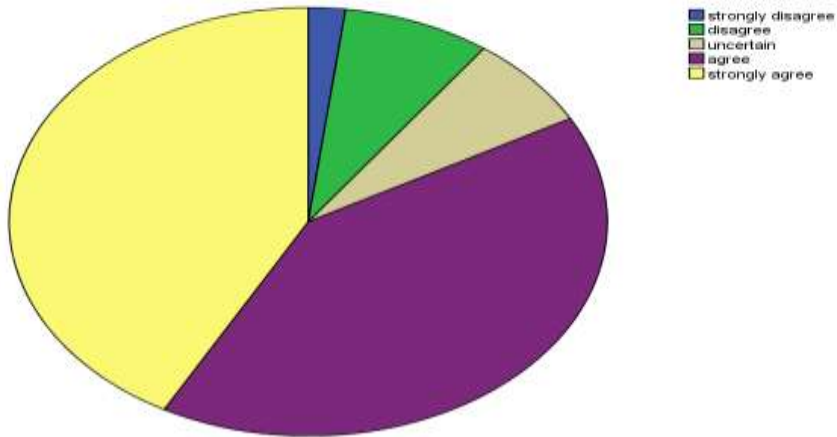
5. Conclusion and Recommendations

With the emerging wave of intense competition there is a dire need at part of organizations to make investments in employee retention tactics. Consistent with the work of researchers this study also found that perceived organizational support and job performance have significant relation with one another; POS and job performance have significant correlation among one another.

In context of Pakistan, it is important for the organizations to keep employees highly satisfied by giving them the positive perception of the organizational support so that employees would get committed to their organizations and this would help organization to increase their performance and ultimately the outcomes of the organization. For this, organization must focus on the working conditions

A quantitative study was conducted in order to test the proposed hypothesis and data was collected through an adopted questionnaire. The results of the study showed that all the selected variables positively affected the performance. Over all the results are consistent with the influence of independent variable on the dependent variable with the effect of respective dimensions. Thus it is concluded that the relation proposed in the study has the meaning in the telecom sector of the Rawalpindi and Islamabad. Organizations have been adopting and applying perceived organizational support substantially as it has been recognized as a major source of

competitive advantage and long term profitability that ultimately determines the employee's performance.

Correlation results explain that the all of the predictors have a strong positive relation with the dependent variable. POS has a strong positive relation with the job performance at the significance level of 0.000. Furthermore motivation and organizational culture also has a strong positive linear correlation at significance level 0.000 thus the results of undergone research conform the already stated relationships in theory.

6. Research Implications

The result of this study has some implications for the organization. The following implication can be suggested from this study, firstly, that the organization support theory states that perceived organizational support enhances the strength of the organizational commitment and the job performance through the concept of the reciprocity, it should be given another look as type of job may influences the support provided. Fair procedures should be implemented and ensured. Employees should be provided with the opportunities for the professional development as it influences the perceptions of the organizational support.

7. Limitations

Like all researches, this study has also some limitations. Following are the limitations which were faced during the research.

- Time constraints were a major limitation in conducting the research.
- Sample size was small and restricted to Rawalpindi and Islamabad only.
- All the variables are assessed through the questionnaire; this poses the common method of bias.

8. Recommendations

- The same study could be conducted on a different industry or the different companies of the Pakistan covering the different sample to know about the organization support, commitment and performances of the employees.

- It would be more effective if the team commitment and team performance is being measured relating to the team related outcome.

- Work related attitudes should be focused in the organization that strengthens the commitment level and in return the performance.

- It is beneficial to make substantial investment in such resources that helps in adapting and implementing organizational support activities and practices in telecom sector's operations in order to create and sustain superior employee's job performance.

- The similar study can be conducted for a different industry or the different sector of the Pakistan covering the different sample size in order to know the impact of organizational support on employee's superior job performance.

- It is crucial that the main focus must be on the employee retention by renewing the staff information with investing in training and development initiatives. Satisfied employees most tend to be great performers and achievers.

- Organizations that work under the service sector should make sure the proper and efficient provision of quality support from organization to all the employees at all levels of organizations.

9. Managerial Application

- The findings of this undergone research study will facilitate the managers to improve the commitment of their employees through building better image of organization by implementing organizational support mechanism.

- This study can be proved helpful and beneficial for different firms to promote their employees morale by giving recognition and praise for good work efforts.

- The managers can correlate the preferred outcomes to the aimed performance levels. They must ensure that the perception of the employees towards the organization is positive.

- Undergone study can be proved helpful in breaking the stereotype regarding provision of work autonomy to employees for performing their work at workplace.
- Researchers can make use of this research study for future research in this area where they can use different variables and target sectors for regression analysis.

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