

Study of Perceived Organizational Support, Perceived Organizational Training & Development, and Employee Retention: A Mediating Analysis of Workplace Behaviors

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ABSTRACT

Employees in every organization are considered a lifeblood, and retaining skilled and experienced employees can become a key to the success of organizations. This research aimed to investigate the healthcare sector to resolve the issues related to employee retention. In this regard, this research investigated perceived organizational support (POS), perceived training & development (PTAD), workplace behaviors (such as organizational citizenship behavior and organizational engagement), and employee retention. The study used cross-sectional and quantitative research design. The data was collected from doctors and paramedics working in privately owned hospitals in Sindh. A survey instrument was used to collect the primary data, and before collecting data, the face validity of the questionnaire was checked. This study is quantitative, so statistical techniques called descriptive statistics, correlation, and structural equation modeling (SEM) were implicated to justify research outcomes. This research shows a positive and significant impact of perceived organizational support and perceived training & development on employee retention. Moreover, the mediating mechanism of workplace behaviors further assessed this direct relationship. Consequently, it was also confirmed that workplace behaviors such as organizational citizenship behavior and organizational engagement mediate the relationship between perceived organizational support, perceived training & development and employee retention. Hence, the study has observed the missing causal effect of workplace behaviors as mediators. The research model was supported by the theatrical underpinning of the conservation of resource theory and contributed to the results regarding deductive reasoning. Lastly, this research's results will benefit policymakers in Sindh's healthcare sector by helping them develop employee retention strategies.

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INTRODUCTION

Companies in the modern era operate in an ever-changing landscape shaped by rapid technical development, intense competition, and widespread internationalization (Greenhaus & Callahan, 2013; Cascio, 2003; Nijssen & Paauwe, 2012). As a result of company-wide initiatives like downsizing, mergers, and layoffs, many employees are rethinking their connections to their employers (Greenhaus & Callahan, 2013; Cascio, 2003; Rousseau, 1997). According to Grant et al. (2010), the corporate climate has evolved, and with it, the daily tasks that many employees perform. Work is becoming more collaborative and social, and the emphasis has shifted from manufacturing products to serving customers. Therefore, many jobs nowadays place higher demands on individuals' mental, emotional, and social capacities (Grant et al., 2010). Because of this, it is incumbent upon workers to not only plan for possible organizational shifts but also to adapt to the shifting requirements and standards of their jobs. In this regard, when stability is no longer the norm in the company, employees feel increased pressure to keep their skills relevant and take on increased personal responsibility for their success (Cascio, 2003; Grant et al., 2010). This is why it is crucial to think about how workers respond to any upcoming changes at work.

Furthermore, among the many considerations employees make as they attempt to adapt to changes in the workplace is the nature of their association with the company. It is seen that the economy is in flux, and jobs have become less secure than ever before (Greenhaus & Callahan, 2013); employees are naturally suspicious of their employers' motives and commitment to their well-being (Cascio, 2003). Researchers should shift their focus to examine how the employment relationship, or the relationship between an employee and their company, may be affected by the "possible changes in the workplace" (Grant et al., 2010, p. 145). The extent to which an individual feels they have the backing of their business is a crucial variable to examine. A long-standing line of inquiry in organizational psychology has focused on employee-organizational interaction, which has always included discussing the value exchanged between the two entities. Incentives, including wage raises, benefits, and promotions, were explored in early organizational theory (e.g., Etzioni, 1975) as a way for companies to encourage their employees to participate and

commit to the company's work. Etzioni (1975) discussed the importance of employees' roles, suggesting that fostering a good attitude toward the organization is one of the most effective ways to achieve its goals. Trust in the company (Eisenberger, 2011; Treadway et al., 2004) and involvement in one's work (Eisenberger, 2011) are two factors that affect POS (Kinnunen et al., 2008; Rich et al., 2010). Years of research show that POS is a significant factor in many workplace behaviors and actions, but most of this study has focused on how employees feel they are now supported.

Furthermore, uncertainty is a significant source of stress in the workplace; therefore, it's crucial to learn how employees anticipate and react to prospective changes in support (Quick et al., 2013). More specifically, it is suggested that employees create perceptions of anticipated support to assess potential changes in the organization's support and decrease this uncertainty by broadening one of the principles of organizational support theory (e.g., Eisenberger et al., 1986). Each of these research studies found that prospective employees had a more favorable impression of an organization if they believed it would provide them with a high degree of assistance. Zheng et al. (2016) broadened this study to include newly hired employees in expected organizational aid. The Newly hired employees who felt they would receive a lot of help from their organization did more research and asked more questions in their first few weeks on the job. Because of this, they could better adapt to the new organization and foster better associations with their managers (i.e., they reported reduced job strain and turnover intentions and engaged in more extra-role behaviors). Overall, the findings of this research provide credence to the concept that prospective members create impressions of an organization's willingness to support them after they join. As a company's employees are its most important resource, keeping them employed is crucial to the success of any business. The term "human resource" has given way to "human capital," which includes the employees' knowledge, skills, and competencies and measures their worth to the company. Employee retention is keeping the workers you wish to keep for a more extended period than your competition. The term "retention" was used by Chaminade (2007) to describe an active effort on the part of an employer to maintain the interest of its workforce. As a result of competition for top talent from multiple companies, it is more difficult for managers to keep their best workers from jumping or moving to other companies. High job retention occurs when a large percentage of a company's open positions are filled; workers express little to no interest in leaving, remain in the same position for an extended time, or advance in their careers.

Alternatively, training and development (T&D) is a systematic process wherein employees' skill sets, knowledge bases, and organizational knowledge are expanded and improved. In its broadest sense, human resource management (HRM) is commonly understood and demonstrated to entail a wide range of tasks concerning acquiring and maintaining generic job- and career-related skills (e.g., Boon et al., 2011). Perceived T&D has increased retention because it increases the social exchange relationship between the employee and the employer (Dysvik & Kuvaas, 2008). Alternatively, Dysvik & Kuvaas (2008) showed that intrinsic motivation partially mediated the connection between perceived T&D and turnover intentions. They discovered that the perceived availability of training was associated indirectly with turnover intentions via affective and continuous commitment. Although these studies have helped us better understand the connection between T&D and retention, they have also revealed a complex set of attitudes, each of which only partially mediates this connection. This suggests that neither mediation's theoretical nor empirical potential has been fully explored. This means no solid proof links T&D with longer-term plans to remain. There are many issues with pursuing mediator research on an individual basis. First, it encourages researchers to add potential mediators to the literature without considering how they are unique from other mediators. Therefore, it may be challenging to specify the precise processes via which perceived T&D promotes employee retention because there may be a lot of conceptual overlaps. Second, it is difficult to determine how significant a mediator is if we only look at it in isolation. In order to disentangle the process by which perceived T&D influences retention, it is essential to incorporate a complete variety of putative mediators inside investigations. Thirdly, there may be substantial differences in work attitudes and retention rates between the public and private sectors (Abualrub et al., 2009). Therefore, research into the connections between how T&D is perceived, employee actions in the workplace, and organizational loyalty is required.

In this investigation, the conservation of resources (COR) hypothesis developed by Hobfoll (1989; 2001; 2004) is utilized to deduce why and how staff members react to possible alterations in assistance. According to COR theory, people seek and keep protective personal resources in place to lessen the impact of stressful work situations. In order to formulate our current understanding of expected organizational support, we depend on COR theory and resource-based explanations of POS. Often studied independently, organizational support and conservation of resources theories provide complementary frameworks for understanding why and how employees evaluate potential changes to their relationship with the organization and how such evaluations impact employees' current work experiences. This study has significant theoretical and practical benefits. This paper introduces an alternative view of organizational support that deepens COR. No studies have examined whether or not workers think about how much their employer helps them change. This study also incorporates the notions of organizational support and resource conservation into the current conception of ACOS. More research is needed to combine these distinct but complementary viewpoints, but several studies have already done so (Witt & Carlson, 2006). Finally, this study has practical implications because it should inform firms about how their employees value the support they receive from

the company. This research theoretically linked perceived organizational support and perceived organizational training & development with employee retention. As per the understanding of available literature, it is seen that there is a dire need to explain this relationship by mediators. Hence, workplace behaviors such as organizational engagement and organizational citizenship behavior are studied as mediators between POS, POT&D, and employee retention in the private healthcare sector of Sindh, Pakistan.

Problem Statement

It is seen that workers are pivotal if they tend to be more experienced in their respective jobs. Organizations that can proactively limit voluntary turnover in their current personnel tend to be in a far stronger position to take on these problems. Unsurprisingly, studies on employee turnover and future plans to leave have been prominent in organizational science. In particular, academics have paid much attention to the idea of POS, or perceived organizational support, and POS, or Perceived organizational training and development, as critical predictors of employee retention (Maertz et al., 2007). Keeping its staff has been noted as a problem for privately owned hospitals in Sindh, Pakistan. The situation is particularly severe in Sindh's three largest cities (Karachi, Hyderabad, and Sukkur). Improvements in the efficiency of the healthcare system have been a significant emphasis of the private healthcare industry. One method used to achieve this goal has been the improvement of HR operations. Employee retention has not been viewed as a strategic problem in previous years. Recently, Sindh's private hospitals prioritized improving the efficiency of their healthcare delivery system. This has required a renewed emphasis on human resources services. One of these hospitals' top priorities is to "Overhaul Provincial Health Services"; this may be accomplished in part by improving their health care workforce with a strategic human resource plan and enhancing their human resource management structures. The hospitals have responded to the provincial initiative by reevaluating and improving their methods of attracting and keeping qualified staff. The study aims to help the privately owned hospitals in Sindh find ways to retain their employees. Because of the importance of creating a positive working environment for private healthcare workers in Sindh, this study has evaluated POS, POT&D, and workplace behaviors as predictors of employee retention. In addition, the research outcomes have contributed to the organization's growth and success by resolving this issue.

Study Aim

Through a review of existing research, this study illuminated what we already know about training and development, organizational support to employees for their improvement, and the lasting relationship between employer and employee in the context of workplace behaviors. Additionally, it demonstrates the importance of training and development planning for business performance, particularly regarding retaining valuable employees and encouraging positive conduct in the workplace.

PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE RETENTION

Akila, (2012) defines employee retention as a strategy in which employees anticipate remaining with the organization for the maximum amount of time or until the completion of their job—both the organization and the personnel benefit from staff retention. Employees leave for a better opportunity if they are not satisfied. In order to avoid having no good employees, it is the responsibility of the employer to keep valuable and skilled personnel. According to Nazia & Begum (2013), employee retention refers to a company's efforts to keep its current employees by maintaining a positive work environment. Many employee retention strategies aim to increase job satisfaction, which boosts retention rates and reduces the high costs of hiring and onboarding new employees. Retention aims to keep institutions from losing money if individuals leave their jobs and have a detrimental impact on output and prosperity. Tumwesigye (2010) asserts that workers who believe their employers value their contributions to the business and are concerned about their comfort and well-being may be more dedicated and decide to stay with the company for a long time. Turnover intentions are adversely correlated with perceived organizational support. The same results are also described by Allen et al. (2003), who demonstrated a correlation between high and low POS scores for turnover intentions and turnover.

Hypothesis 1 (H1): Perceived organizational support (POS) has a positive and significant effect on employee retention (ER)

Perceived Organizational Training & Development (POT&D) and Employee Retention

The employee is given T&D opportunities to gain and hone valuable resources like skills, abilities, and knowledge. As a result, it's an essential strategy for retaining workers, as employees feel obligated to "give back" to their companies to help them advance professionally (Lee & Bruvold, 2003). When studying how employees' impressions of their training and advancement programs affect things like turnover, it's essential to separate the many levels of analysis that might be applied (Wright, 2002). A company's strategic HRM goals are reflected in its intended practices, which the HR department creates. Line managers are the ones who often interpret them and put HRM strategies into action while dealing with employees. Several aspects, such as prior experiences and employee attributions regarding the motivations behind various HRM practices, influence how employees view and respond to them (Nishii et al., 2008).

Training is crucial to enhancing the productivity of your staff. Inspiring employees to grow professionally makes them want to perform their best for the company (Kuvaas & Dysvik, 2010). The present study focuses on perceived T&D to examine employee retention.

Hypothesis 2 (H2): Perceived Organizational Training and Development (POTD) has a positive and significant effect on employee retention (ER)

Workplace behaviors

Organizational psychology primarily focuses on studying human behavior in the workplace and the factors that influence it. How about we specify the behaviors that we mean? Organizational citizenship behaviors and employee engagement are the primary foci of our discussion. Understand what this terminology means and the critical factors of each type of behavior to better analyze people's behaviors in the workplace; they are not the only behaviors OB is concerned with.

Mediation of OCB between POS, POT&D, and Employee Retention

Top management views OCBs as desirable results because they increase organizational effectiveness. Within its extensive literature, OCB has been characterized in various ways (Dunlop and Lee, 2004). According to Organ (1988), OCB is often described as optional employee conduct, not explicitly recognized by the official salary and benefits system, and generally improves the efficiency of organizational operations. By optional, we imply that the behavior is up to the individual and not mandated by the job description, making it's disregarding unpunishable. Extra-role behaviors, or OCB, are actions taken that go above and beyond the specified employment requirements. Any constructive and beneficial action taken by employees motivated by their interests and helping coworkers support the organization and benefit the business is called "OCB". Because it is acknowledged as one of the significant concerns that should be researched in organizational behavior, OCB has captured the interest of academics and practitioners for a long time (Podsakoff et al., 2003). According to Podsakoff et al. (2009), there is growing interest in the literature about the potential effects of OCB on various employee and organizational outcomes, including withdrawal behaviors. They said that OCB provides significant advantages for the company, increasing production and efficiency while lowering employee turnover rates. The strength of any organization is considered to be its people resources. The firms must concentrate on the people involved in OCB and carry out tasks without considering their schedules because they are crucial to any organization's competitiveness.

Due to its significance in enhancing the efficiency of organizational operations and playing a crucial part in lowering the rate of employee turnover, businesses should be aware of the value of OCB and incorporate it into performance appraisals to support it among employees (Khan and Rashid, 2012). Additionally, OCB is considered a one-dimensional construct in their suggested framework for studying the mediating role of OCB in the link between personality traits and TI. They advised that future OCB studies should engage this construct through multidimensional evaluation, and Williams and Anderson's two-dimension conceptualization (OCB-I, OCB-O) should be adopted. There is a need for additional reviews and investigations on the relationship between the variables with the support of including other variables, such as OCB, to test the effect, as it is expected to play a significant role in mediating the relationship between both POS and TI. The previous literature highlighted reviews on the relationship between POS and TI. However, the nature of the relation is still unclear due to inconsistency in the results of the previous studies. To the best of the researcher's knowledge, OCB has never been employed to mediate the relationship between POS and TI in the literature of TI. Most previous studies on the impact of POS on TI were conducted in Western contexts (developed countries), which differ from non-Western contexts (developing countries) in terms of national cultures, making the findings less generalizable and applicable across the various research settings. Because of this, additional studies on the connection between POS, OCB, and ET added to the body of knowledge, assisted the literature review in this area, and generally closed the research gap in Pakistan and the rest of the globe. Yadav & Punia (2013) claimed that although OCB research has added to the body of knowledge on this subject, OCB is still a new study area with challenges associated with developing new theories. Using LMX and organizational learning culture to reduce TI among employees through affective organizational commitment, Islam et al. (2013) conducted research in Pakistan. They suggested that future studies consider other behaviors (such as citizenship behavior).

As was previously said, numerous academics have looked into the connections between training, training opportunities, and work success. The impact of training on job performance is also substantial. On the other hand, earlier research has indicated that OCB would impact job performance. As a result, there is a connection between OCB and work performance. According to this study, the PTO could improve job performance in the municipal sector. Additionally, OCB must be willing to expand training opportunities. As was already said, training and development might have a favorable impact on employees' OCB. Social capital was used by Islam et al. (2013) as a mediator between OCB and job performance. They discovered that social capital functions as a critical mediator. Additionally, they claimed that cooperation and knowledge sharing were two ways social capital affected job performance. They contended that social capital would help an organization by promoting knowledge exchange reducing turnover and training costs.

Hypothesis 3 (H3): workplace behaviors (WB) mediate the relationship between Perceived organizational support (POS) and employee retention (ER).

Hypothesis 4 (H4): workplace behaviors (WB) mediate the relationship between Perceived Organizational Training and Development (POTD) and employee retention (ER)

Hypothesis 3b (H3b): OCB mediates the relationship between Perceived organizational support (POS) and employee retention (ER)

Hypothesis 4b (H4b): OCB mediates the relationship between Perceived organizational training and development (POTD) and employee retention (ER)

Mediation of Organization Engagement between POS, POT&D, and Employee Retention

Studies have pinpointed the factor that mediates the relationship between POS and employee retention. A POS is positively relevant to employee retention through mediation of organizational commitment. Employee engagement mediates the relationship between turnover intentions and motivates increased engagement and lower employee turnover. Organizational engagement affected withdrawal attitudes, procedural justice, and trust, and they discovered that more involved employees are more likely to stay with the company. On the other hand, the idea that organizational engagement mediates the link between a positive work environment and employee retention found that this association is only partially mediated by organizational engagement. In addition to mediating the effects of human resource practices on employee outcomes like work satisfaction, intention to resign, commitment to the organization, and citizenship behavior, research suggests that organizational engagement mediates the effects of antecedents, including job features, rewards and recognition, perceived supervisor support, perceived organizational support, procedural fairness, and distributive justice. The relationship between perceived organizational support (POS) and employee retention is mediated by organizational engagement, according to hypothesis H3 (H3a) (ER). Employees' views toward their work and the workplace mediate the relationship between T&D and intentions to stay rather than being directly related to it. Indeed, previous research has shown that various individual workplace behaviors might mediate the association between perceived training and development and intentions to remain with or leave the company (e.g., Dysvik & Kuvaas, 2008). In this study, we used core affect to classify putative mediation behaviors based on their emotional characteristics. This study has adopted positive workplace behaviors following the positive perceptions of T&D acts to promote employee retention. This is because perceptions of T&D inform employees that their employer has met their responsibility to provide them with the resources and skills necessary to engage in activities that can satisfy extrinsic demands (Lee & Bruvold, 2003). As a result, the person is happier in their job and is pleased to stay with the company. Additionally, the employee may feel more engaged because perceived training opportunities help employees meet their intrinsic psychological needs, such as meaning, safety, and availability, which stimulates positive, activated emotions like enthusiasm and motivates them to become more involved in their work.

H3a. Organizational engagement mediates the relationship between Perceived organizational training and development (POTD) and employee retention (ER)

Hypothesis H4a (H4a): Organizational engagement mediates the relationship between Perceived organizational training and development (POTD) and employee retention (ER)

METHODOLOGY

Participants and study location

The next important step is to determine the place or setting of the study after the research question, aim, and objectives have been identified. The research methodology has been devised and completed (O'Brien et al., 2009). The next task is to find the right individuals, communities, or organizations to participate in the study. These actions pave the path for efficient data collecting. In a natural context, organizational research is typically carried out in the workplace as people perform their regular duties (Sekaran, 2016). Other research, such as field studies, is conducted in artificial settings, such as laboratories (Sekaran, 2016). Most of this research is correlational and aims to prove cause and effect. These investigations are where you learn that the researchers intend to change some of the factors (Sekaran, 2016). This study was conducted at privately owned hospitals in Sindh. The private hospitals a total list, Ziauddin & Agha Khan (Karachi), Maajee & Agha Khan (Hyderabad), and Hira & SIUT (Sukkur) of five obtained from the Sindh province were randomly selected to be part of the study. The selected hospitals were Ziauddin & Agha Khan, Maajee & Agha Khan, and Hira & SIUT by randomly selecting the numbers 1, 3, and 5. Since it was not the study's goal to artificially alter any of the factors, it was carried out in a realistic work setting. Participants received the questionnaire electronically so they could finish it in their homes or places of employment. The population from which physical (self-administered) responses were gathered was chosen based on their accessibility. A sample of employees from the selected group was expected to answer following the conclusions of the majority of researchers, the time allotted for completion of the study, and the absence of other financial and human resources for conducting

this research. This is consistent with the accepted scientific standard for sample sizes and judgments (Sekaran, 2016). According to Roscoe (1975, referenced in Sekaran, 2016), sample sizes of more than 30 and less than 500 are acceptable and suitable for most research. Therefore, one hundred eighty people were chosen as the sample size for this investigation.

DATA ANALYSIS & RESULTS

This research has targeted the healthcare sector of Sindh, Pakistan. The province of Sindh has a scattered population in urban and rural areas. Thus, this study has only selected three large cities of Sindh to examine the healthcare sector. The frequency distribution for respondents from selected cities of Sindh. In this regard, Karachi, Hyderabad, and Sukkur have been chosen as the three largest cities of Sindh. It is observed that 90 respondents were from Karachi, 55 from Hyderabad, and only 35 from Sukkur. The statistics show that a high ratio of respondents were from Karachi. Age is considered as a second demographic factor. It is treated as a categorical factor and distributed into five different age groups. Twenty-four respondents were found below 25 years of age, 31 respondents from 25 to 35 years of age group, 45 respondents from 36 to 45 years of age group, 58 respondents from 46 to 55 years of age group, and 22 from 56 years and above age group. Hence, most responses were collected from senior workers (doctors/paramedics). Research needs to collect most reactions from the mature age group because they understand their respective experience well. Gender is a significant demographic factor. One should know how many responses were collected from males and females. One hundred thirty-five respondents were male, and 45 respondents were female. If we take it into the percentage, 75% of responses were collected from males and 25% from females. Thus, a very high ratio of respondents was observed from the male side.

Summary of Reliability Analysis

Table 1: Summary of Alpha Scores

Factors	Nature	Items	Score
Perceived Organizational Support	Independent Variable	5	.836
Perceived Training & Development	Independent Variable	5	.936
Organizational Engagement	Mediating Variable	4	.792
Organizational Citizenship Behavior	Mediating Variable	4	.812
Employee Retention	Dependent Variable	6	.702

The above table shows the consistency score for perceived organizational support (POS), perceived training & development (PTAD), organizational engagement (OE), organizational citizenship behavior (OCB), and employee retention (ER). The perceived organizational support is estimated with five items, perceived training & development (PTAD) is assessed with five items, Organizational Engagement is calculated with four items, and Organizational Citizenship Behavior is estimated with four items, Employee retention is estimated with six items. It is observed in the summary table that the internal consistency of all the chosen scales was suitable enough for further analysis, and all respective constructs explain the relative constructs suitably.

Pearson Correlation Analysis

Table 2: Correlations

		POS	PTAD	OE	OCB	ER
POS	Pearson Correlation	1	.684**	.426**	.390**	.603**
	Sig. (2-tailed)		.000	.000	.000	.000
PTAD	Pearson Correlation		1	.680**	.707**	.572**
	Sig. (2-tailed)			.000	.000	.000
OE	Pearson Correlation			1	.585**	.499**
	Sig. (2-tailed)				.000	.000
OCB	Pearson Correlation				1	.542**
	Sig. (2-tailed)					.000
ER	Pearson Correlation					1

** .01, and * .05 level of significance

POS= Perceived Organizational support, PTAD=Perceived training & Development, OE=Organizational engagement, OCB=Organizational citizenship behavior, ER= Employee retention

Table 2 shows the association among the study variables. It is seen that POS has a significant and positive correlation with PTAD. The statistics show the Pearson $r=.68$ at 0.01 level of significance. Moreover, POS has a substantial and positive correlation with OE and OCB. The correlation statistics illustrate $r=.42$, $p<.01$, and $r=.39$, $p<.01$ for both positive associations. The POS and ER positively correlated ($r=.60$, $p<.01$). In addition, PTAD has a positive association with OE ($r=.68$, $p<.01$), OCB ($r=.70$, $p<.01$), and ER ($r=.57$, $p<.01$). Both OE and OCB has strong correlation, the bivariate direction of association is positive and statistical significance is at .01 level of significance ($r=.58$, $p<.01$). Organizational engagement is positive correlated with employee retention, the results show .49 as magnitude of association and level of significance was at .01 level ($p<.01$). Lastly, it was seen that OCB is positively and significantly associated with employee retention ($r=.58$, $p<.01$).

Confirmatory Factor Analysis

Table: 3 Confirmatory factor analysis (Modified Model)

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
Perceived Organizational Support CR=.777, AVE=.601				
POS1← POS	.92	.012	***	.356
POS2← POS	.79	.036	***	.400
POS3← POS	.90	.012	***	.367
POS4← POS	.77	.032	***	.387
POS5← POS	.94	.045	***	.346
Perceived Training & Development CR=.824, AVE=.641				
PTAD1← PTAD	.81	.054	***	.430
PTAD2← PTAD	.86	.061	***	.387
PTAD3← PTAD	.94	.059	***	.327
PTAD4← PTAD	.91	.021	***	.330
PTAD5← PTAD	.78	.063	.222	.412
Organizational Engagement CR=.861, AVE= .672				
OE1← OE	.79	.041	***	.377
OE2← OE	.75	.039	***	.407
OE3← OE	.84	.031	***	.344
OE4← OE	.87	.042	***	.387
Organizational Citizenship Behavior CR=.822, AVE= .592				
OCB1← OCB	.92	.034	***	.327
OCB2← OCB	.89	.040	***	.330
OCB3← OCB	.67	.046	***	.399
OCB4← OCB	.78	.054	***	.456
Employee Retention CR=.844, AVE= .794				
ER2← ER	.79	.055	***	.456
ER3← ER	.91	.042	***	.367
ER4← ER	.93	.040	***	.294
ER5← ER	.74	.039	***	.345
ER6← ER	.89	.031	***	.367

Model Fit Indices

CMIN/DF=2.10, GFI=.940, AGFI=.934, CFI=.970, TLI=.951, RMSEA=0.042

It shows the outcomes of modified confirmatory factor analysis. The model modifications are performed based on the modification suggestions given by AMOS. The threshold for modification indices was set to ten maximum suggestions. At the start of the model modifications, covariance was established among the error terms or residuals of the respective constructs. Moreover, the items with weak loading were removed for improved model fitness. Thus, after model modifications results for POS showing POS1 .92, POS2 .79, POS3 .90, POS4 .77, and POS5 .94. The modified item loadings for perceived training and development shows PTAD1 .81, PTAD2 .86, PTAD3 .94, PTAD4 .91, and PTAD5 .78. Organizational engagement and organizational citizenship behavior have item loadings after modification as OE1 .79, OE2 .75, OE3 .84, and OE4 .87. Lastly, the item loadings for employee retention ER2 .79, ER3 .91, ER4 .93, ER5 .74, and ER6 .89. The goodness of fit (GoF) indices showing CMIN/DF=2.10, GFI=.940, AGFI=.934, CFI=.970, TLI=.951, and RMSEA=0.042. Therefore, it is examined that after necessary modifications, the fit indices have been improved, and the model can be assessed further for hypotheses assessment.

Structural Outcomes for H1 and H2

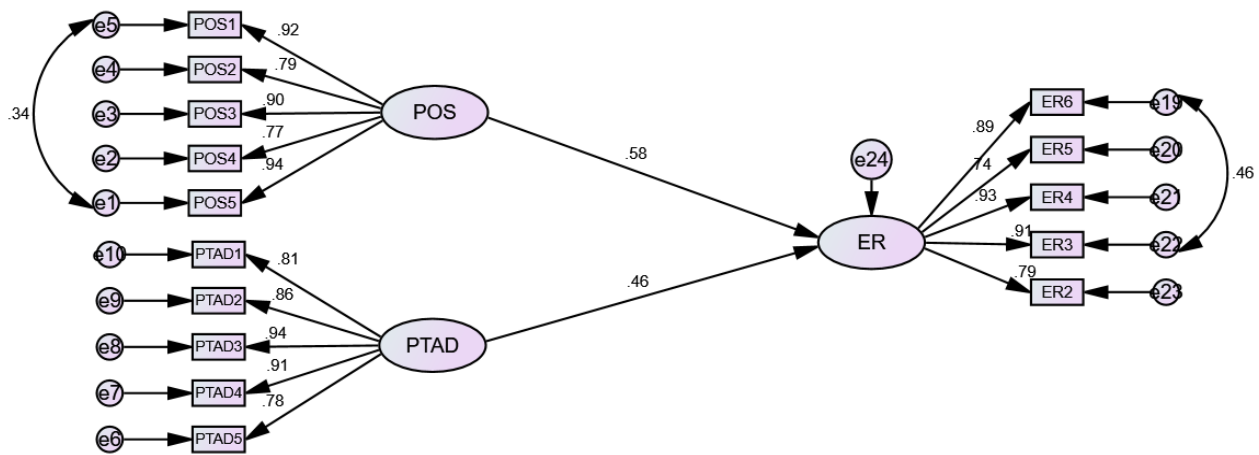


Figure 1: Direct Impact of IVs on DV

POS= Perceived Organizational support, PTAD=Perceived training & Development, ER= Employee retention

Table 4: The outcomes for hypotheses 1 (H1) and (H2)

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
<i>Perceived Organizational Support</i>				
POS1 ← POS	.92	.012	***	.356
POS2 ← POS	.79	.036	***	.400
POS3 ← POS	.90	.012	***	.367
POS4 ← POS	.77	.032	***	.387
POS5 ← POS	.94	.045	***	.346
<i>Perceived Training & Development</i>				
PTAD1 ← PTAD	.81	.054	***	.430
PTAD2 ← PTAD	.86	.061	***	.387
PTAD3 ← PTAD	.94	.059	***	.327
PTAD4 ← PTAD	.91	.021	***	.330
PTAD5 ← PTAD	.78	.063	.222	.412
<i>Employee Retention</i>				
ER2 ← ER	.79	.055	***	.456
ER3 ← ER	.91	.042	***	.367
ER4 ← ER	.93	.040	***	.294
ER5 ← ER	.74	.039	***	.345
ER6 ← ER	.89	.031	***	.367
<i>Path Coefficient</i>				
POS → ER	.58	.066	***	
PTAD → ER	.46	.071	***	

Model Fit Indices
 CMIN/DF=1.29, GFI=.971, AGFI=.964, CFI=.981, TLI=.961, RMSEA=0.039

It shows the results of Hypothesis 1 (H1) and Hypothesis 2 (H2). The 1st hypothesis stated a positive and significant relationship exists between perceived organizational support and employee retention among employees in the healthcare sector of Sindh. In addition, hypothesis 2 (H2) also reflected the positive impact of perceived training & development on employee retention. The constructs of the structural model were taken from the modified CFA model. The perceived organizational support (POS) and perceived training & development (PTAD) are exogenous factors. At the same time, employee retention was taken as an endogenous factor. From the results of the path coefficient, it was assessed that perceived organizational support has a .58 or 58% positive impact on employee retention. This meant that a 1% change in POS could emphasize a 58% positive impact on employee retention. The results were found at a 0.01 level of significance. On the other side, results for hypothesis 2 (H2) were also found significant. The structural

outcome shows that perceived training & development has a .46 or 46% positive significant impact on employee retention. Hence, confirming the results of SEM's structural analysis, hypotheses 1 and 2 are accepted. Moreover, the model fitness was observed with fit indices, indices shown as CMIN/DF=1.29, GFI=.971, AGFI=.964, CFI=.981, TLI=.961, and RMSEA=0.039. Moreover, the factor loading for perceived organizational support (POS) showing POS1 .92, POS2 .79, POS3 .90, POS4 .77, and POS5 .94. The modified item loadings for perceived training and development (PTAD) shows PTAD1 .81, PTAD2 .86, PTAD3 .94, PTAD4 .91, and PTAD5 .78. Lastly, the item loadings for employee retention (ER) ER2 .79, ER3 .91, ER4 .93, ER5 .74, and ER6 .89.

Structural Outcomes for H3a, H3b, H4a, and H4b

Table 5: The outcomes for 1st order mediation analysis

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
Perceived Organizational Support				
POS1 ← POS	.92	.012	***	.356
POS2 ← POS	.79	.036	***	.400
POS3 ← POS	.90	.012	***	.367
POS4 ← POS	.77	.032	***	.387
POS5 ← POS	.94	.045	***	.346
Perceived Training & Development				
PTAD1 ← PTAD	.81	.054	***	.430
PTAD2 ← PTAD	.86	.061	***	.387
PTAD3 ← PTAD	.94	.059	***	.327
PTAD4 ← PTAD	.91	.021	***	.330
PTAD5 ← PTAD	.78	.063	.222	.412
Organizational Engagement				
OE1 ← OE	.79	.041	***	.377
OE2 ← OE	.75	.039	***	.407
OE3 ← OE	.84	.031	***	.344
OE4 ← OE	.87	.042	***	.387
Organizational Citizenship Behavior				
OCB1 ← OCB	.92	.034	***	.327
OCB2 ← OCB	.89	.040	***	.330
OCB3 ← OCB	.67	.046	***	.399
OCB4 ← OCB	.78	.054	***	.456
Employee Retention				
ER2 ← ER	.79	.055	***	.456
ER3 ← ER	.91	.042	***	.367
ER4 ← ER	.93	.040	***	.294
ER5 ← ER	.74	.039	***	.345
ER6 ← ER	.89	.031	***	.367
Path Coefficients				
POS → ER	.18	.65		.228
POS → OCB	.43	.33	***	
OCB → ER	.58	.54	***	
POS → OE	.38	.12	***	
OE → ER	.35	.33	***	
PTAD → ER	.26	.59		.388
PTAD → OCB	.50	.39	***	
PTAD → OE	.67	.22	***	

Model Fit Indices
 CMIN/DF=2.50, GFI=.971, AGFI=.961, CFI=.980, TLI=.991, RMSEA=0.039

Five factors, perceived organizational support (POS) is an independent variable, and perceived training & development (PTAD) is also an independent variable—organizational engagement (OE) and organizational citizenship behavior (OCB) are considered as mediating factors. Employee retention (ER) is considered a dependent variable. In this regard, after model modifications results for POS showing POS1 .92, POS2 .79, POS3 .90, POS4 .77, and POS5 .94. The modified item loadings for perceived training and development shows PTAD1 .81, PTAD2 .86, PTAD3 .94, PTAD4 .91, and PTAD5 .78. Organizational engagement and organizational citizenship behavior have item loadings after modification as OE1 .79, OE2 .75, OE3 .84, and OE4 .87. The item loadings for employee retention ER2 .79, ER3 .91, ER4 .93, ER5 .74, and ER6 .89. Moreover, the path coefficient shows POS has positive significant impact on OCB, the statistical result shows that POS has .43 or 43% impact on OCB. In the same way, OCB has .58 or 58% positive impact on employee retention at a 0.01 level of significance. Perceived organizational support (POS) has a .38 positive impact on organizational engagement. Moreover, organizational engagement also has a positive significant impact on employee retention. The perceived training & development (PTAD), which is another independent factor, has a positive significant impact on OCB and OE. The statistics show a .50 or 50% impact and a .67 or 67% impact at a 0.01 significance level. Lastly, the mediation effect of organizational engagement and organizational citizenship behavior has been assessed concerning the relationship between POS and ER, as well as PATAD and ER. In this connection, after inducting the mediating factors of OCB and OE, the ties of Perceived organizational support (POS) and employee retention (ER) have been mediated through OCB and OE. It is observed that the direct relationship between POS and ER has become insignificant, and the path coefficient of (C') has been reduced to .18 or 18%. In the same way, the mediating effect was also assessed on the relationship between perceived training & development (PTAD) and employee retention (ER). It is observed that PTAD has a .50 positive and significant impact on OCB at a 0.01 level of significance. Moreover, PTAD substantially impacts OE, with statistics showing a .67 or 67% positive impact at a 0.01 significance level. It is observed that both OCB and OE have mediated the relationship between PTAD and ER; the induction of mediators had reduced the direct relationship of PTAD and ER to .26 or 26%, and the relationship has become insignificant. The statistical discussion of structural paths above confirmed the acceptance of H3a, H3b, H4a, and H4b. Therefore, these four hypotheses stand accepted. Moreover, the goodness of fit indices showing CMIN/DF=2.50, GFI=.971, AGFI=.961, CFI=.980, TLI=.991, RMSEA=0.039. The factor loading for perceived organizational support (POS) showing POS1 .92, POS2 .79, POS3 .90, POS4 .77, and POS5 .94. The modified item loadings for perceived training and development (PTAD) shows PTAD1 .81, PTAD2 .86, PTAD3 .94, PTAD4 .91, and PTAD5 .78. Lastly, the item loadings for employee retention (ER) ER2 .79, ER3 .91, ER4 .93, ER5 .74, and ER6 .89.

Structural Outcomes for H3 and H4

Table 6: The outcomes for complete model Assessment

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
Perceived Organizational Support				
POS1← POS	.92	.012	***	.356
POS2← POS	.79	.036	***	.400
POS3← POS	.90	.012	***	.367
POS4← POS	.77	.032	***	.387
POS5← POS	.94	.045	***	.346
Perceived Training & Development				
PTAD1← PTAD	.81	.054	***	.430
PTAD2← PTAD	.86	.061	***	.387
PTAD3← PTAD	.94	.059	***	.327
PTAD4← PTAD	.91	.021	***	.330
PTAD5← PTAD	.78	.063	.222	.412
Organizational Engagement				
OE1← OE	.79	.041	***	.377
OE2← OE	.75	.039	***	.407
OE3← OE	.84	.031	***	.344
OE4← OE	.87	.042	***	.387
Organizational Citizenship Behavior				
OCB1← OCB	.92	.034	***	.327
OCB2← OCB	.89	.040	***	.330
OCB3← OCB	.67	.046	***	.399

OCB4← OCB	.78	.054	***	.456
Employee Retention				
ER2← ER	.79	.055	***	.456
ER3← ER	.91	.042	***	.367
ER4← ER	.93	.040	***	.294
ER5← ER	.74	.039	***	.345
ER6← ER	.89	.031	***	.367
Path Coefficients				
POS → Work Behaviors	.49	.031	***	
PTAD → Work Behaviors	.38	.028	***	
Work Behaviors → ER	.62	.035	***	
POS → ER	.16	.031		.301
PTAD → ER	.21	.019		.289
Model Fit Indices				
CMIN/DF=1.71, GFI=.991, AGFI=.982, CFI=.962, TLI=.951, RMSEA=0.031				

Hypothesis 3 (H3) and Hypothesis 4 (H4) were assessed here. The H3 stated that workplace behaviors mediate the relationship between POS and ER, and H4 stated that workplace behaviors mediate the relationship between PTAD and ER. In this regard, the statistical results show that path C' has reduced the coefficient value to .16, reflecting an insignificant relationship between POS and ER. In the same way, path C' has reduced the coefficient value to .21, reflecting an insignificant relationship between PTAD and ER. The results confirm that both direct relationships of POS, PTAD, and ER are mediated through workplace behaviors. Hence, hypotheses 3 and 4 stand accepted as per the confirmation of results. Moreover, the path coefficient between perceived organizational support (POS) and workplace behaviors is shown as .49 or 49% positive and significant at 0.01. Perceived training & development (PTAD) also positively and significantly impacts workplace behaviors. The statistics show a beta coefficient of 38% positive impact at a 0.01 significance level. The employee workplace behaviors have a significant and positive (.62 or 62%) impact on employee retention ($p < .01$). Furthermore, the model shows suitable factor loadings and goodness of fit. The GoF indices show CMIN/DF=1.71, GFI=.991, AGFI=.982, CFI=.962, TLI=.951, and RMSEA=0.031.

CONCLUSION

This research investigated four psychological factors in Sindh's healthcare sector. These factors are perceived organizational support (Independent variable), perceived training & development (PTAD), workplace behaviors (Mediator), and employee retention (ER). The conceptualization of the conversation of resource theory theoretically supported these factors. These factors were observed with the help of a survey instrument. The questionnaires for all these factors were adapted, and the validity of the data was assessed before it was collected. The target population in Sindh's healthcare sector was doctors and paramedics. A positivist research philosophy was used, and deductive reasoning was implicated. The collected data was initially coded in SPSS, and further analysis was performed with AMOS. The AMOS was used to implicate structural equation modeling to examine the measurement and structural models. The results of this research confirmed that Perceived organizational support (POS) and Perceived training & development (PTAD) have a significant and positive impact on employee retention among employees of the healthcare sector of Sindh. Moreover, the mediation mechanism was inducted to assess workplace behaviors (such as organizational citizenship behavior and organizational engagement) as mediators between perceived organizational support, training & development, and employee retention. The statistical outcomes confirmed the evidence of mediation between POS, PTAD and ER. The results of this research have an essential significance in the healthcare sector in implementing necessary policies for maintaining the employee retention ratio.

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