

# Impact of Reward Systems on Employee Attitudes: The Moderating Role of Perceived Supervisory Support

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## Abstract:

This paper aims to examine the relationship between reward system and employee attitudes. It also explores either perceived supervisory support moderates the relationship between reward system and employee attitudes in the higher education sector of Pakistan. Among the sample of 300 employees 240 were obtained which were filled accordingly. So the response rate was 80%. Findings indicate the presence of a significant relationship between reward system and employee attitudes. Findings also proposed that perceived supervisory support moderates the relationship between reward system and employee attitudes.

**Keywords:** Reward system, Employee attitudes.

## 1. Introduction

Rewards include all types of benefits given to employees; these can be in the form of cash or also in the form of suitable working conditions. Monetary reward is a reward that is tangible or having a physical existence, given after accomplishing the goal. It is a tangible recognition. It's a certificate of accomplishment, a trophy for doing something right, or even a monetary reward for doing your job. Because extrinsic rewards are tangible, they are usually given to the person doing the activity; direct effect on the direction of employee's individual consideration and work effort, they are not from within the person. Therefore, extrinsic rewards mean the reward is extrinsic to the person doing the activity.

Psychological rewards are intangible award of recognition, a sense of achievement and accomplishment, or a mindful satisfaction. For example, it is the knowledge that you did something right, or you fulfill the expectations of your employer. Because these rewards are intangible, they arise from within the person who is doing the activity. So, psychological/intrinsic means the reward is intrinsic to the person doing the activity or behavior. These rewards played an important role in earlier eras, when work was generally more than a routine, and when it was so vital for employees to comply with the rules and regulations of the organization. At that time it was so necessary to have a bureaucratic approach towards one's job and to comply with rules and regulations. Monetary rewards were often the only motivational tool available to the organizations to motivate its employees.

Perceived supervisory support is defined as, the degree to which a supervisor or an employer values his employees, and concern towards the welfare of the employees. A supervisor providing his employees with high supervisory support contributes towards the employees to be heard, valued, and cared about their well-being. It seems to be simple, but providing this kind of support is quite difficult when this transition flows from employees to their supervisor. So, perceived supervisory support is important for effective management of the employees. Perceived supervisory support is a very crucial element if a person is moving from an individual towards a manager. Some of the most common responsibilities of supervisors are:

- To hand over the work and to give information or advice regarding the job to his subordinates.
- It is the duty of supervisors to ensure that employee job performance is at maximum prospective.

Employee attitudes are the reflection of an organization. It is necessary to focus on employee attitudes because in areas where an employee is directly in contact with customers, the employee will represent the organization. If they are happy and satisfied, it will build the image of the organization. Monetary as well as psychological rewards can bring a positive vibe towards a positive attitude and improve employee performance as well. Employee attitude will include: job satisfaction, organizational commitment and employee turnover intention. And these are as follows:

Job satisfaction is the degree to which an employee has positive emotions towards his job. Job satisfaction is possibly the most widely studied and researched topic for last few decades. Job satisfaction and

turnover intention research is very important to the employers to predict the subordinate intentions towards their jobs. If an employee is having a propensity to negatively react towards his work, then it will cause a feeling of dissatisfaction towards one's working environment. So, job satisfaction can be referred as a person's feelings, both positive and negative, his or her thoughts and the attitude he or she is holding towards the job.

Organizational commitment is the employee's psychological attachment towards his or her organization. It is the emotional feelings of the employee to stay with an organization. Commitment plays an important role in determining whether the employee wants to stay loyal towards his or her organization and working passionately to accomplish organizational goals. Commitment helps to predict employee job attitudes like job satisfaction, turnover intentions, and employee effectiveness. Organizational commitment in some situations is an outcome of job satisfaction which is the employee's feelings about his or her job. It is the degree to which an employee is happy towards his or her job. If an employee is satisfied with his or her job, then it will affect organizational commitment. As the satisfaction is increased it will cause organizational commitment to increase.

Turnover is the process through which an employee leaves an organization. It is the measurement of an employee's intentions to leave one's position for certain reasons. To reduce turnover intentions, organizations offer a wide assortment of monetary and non-monetary benefits so that they feel that the organization values its employees' contribution. As a result of it, the employees are less prone towards leaving the organization.

Recent studies show that companies are putting so much effort in introducing several rewarding techniques to retain employee. They are offering rewards systems to make the employee are more satisfied and committed. Though, still turnover exists. However, there is need to find out the relationship between reward systems and employee job attitudes with the moderating effect of the employee perceived supervisory support. In this way employees can demonstrate their demands, their perception regarding work, supervisors, and the environment. Employees can state their emotions regarding job satisfaction and commitment, so their intention to leave can be easily predicted. They can also recommend what should be there to make them more satisfied and committed. It is also beneficial for supervisors. They can know what their subordinates want. This will create a mutual relationship among employees and supervisors and finally will be beneficial for the organization; if the organization has the most satisfied and committed staff.

## 2. Literature review

Human resource department of an organization is concerned with two major activities which are to attract new employees and to retain current talented employees. Similar to these studies, Martin, Saba, and Lombardi (2008) in their executive agenda of driving business and employee engagement noted that attracting new employees and retaining older ones is the HR most important task.

Blum and Tremarco (2008) in their study of employee turnover and retention in the public relations industry concluded that the costs associated with turnover are so high and these costs are still unknown due to hidden costs linked with turnover, which can be low productivity and loss of efficiency and customer dissatisfaction caused by a dissatisfied employee's low morale. De Gieter et al. (2006) in their study on nurses' rewards, classified rewards into two categories: Financial rewards and non-financial rewards. He noted that Belgium nursing population rewards are more than the monthly salary and other financial or monetary rewards. They also consider non-financial or psychological rewards as important as financial rewards. De Gieter et al. (2006) noted that the Belgium nurse population valued not only monetary rewards but also a likeness of psychological rewards was identified in them. Especially the compliments and gifts received from patients, good behavior and appreciation from their supervisors for performing a good job is also very rewarding for the surveyed nursing population.

PwC (2011) in his global CEO survey notified the importance of psychological rewards for employee satisfaction. Psychological rewards are used frequently with other kind of financial rewards. They have almost equal importance with monetary rewards. Heneman (2007) in his study on total reward strategy supported the fact of PwC by declaring the importance of psychological rewards.

Hofmans et al. (2012) stated that monetary and psychological rewards are associated with job satisfaction in a different manner and it varies from person to person. Employees with psychological reward satisfaction are more satisfied towards their job as compared to employees with monetary reward satisfaction.

Sara et al. (2011) concluded that a significant relationship exists between job satisfaction, commitment and turnover intention. They noted that although turnover intention has these predictors, but another element also exists which are the individual differences and the perception of turnover varies from individual to individual.

Casper et al. (2011) concluded that perceived supervisory support has a relationship with commitment. As the supervisory support gets high, the employee commitment will also increase.

Diane and Stefanie (2013), Investigating the role of boundary spanning in the relationship between perceived supervisory support and other employee attitudes like job satisfaction and turnover intention. He noted that in order to fulfilling the organizational objectives like reduction in turnover and improving employee

performance, managers should provide supervisory support to their employees.

Fakunmoju et al. (2010) noted that there is an inverse relationship between income, supervisory support, and turnover intention. A low income and a low supervisory support will cause a high turnover intention. When a high level of support is provided to the employees then their tendency to leave will be lessened. To improve employee retention and a continuous service of employees, individual factors such as job tension and supervisory support are perceived as important predictors.

Perceived supervisory support is also another strongest predictor of the employee's intention to quit. Previous researchers showed a relationship between supervisory support and turnover intention of child welfare workers. They noted the existence of a relationship between supervisory support and employee turnover (Smith, 2005; Jacquet, Clark, Morazes, & Withers, 2007).

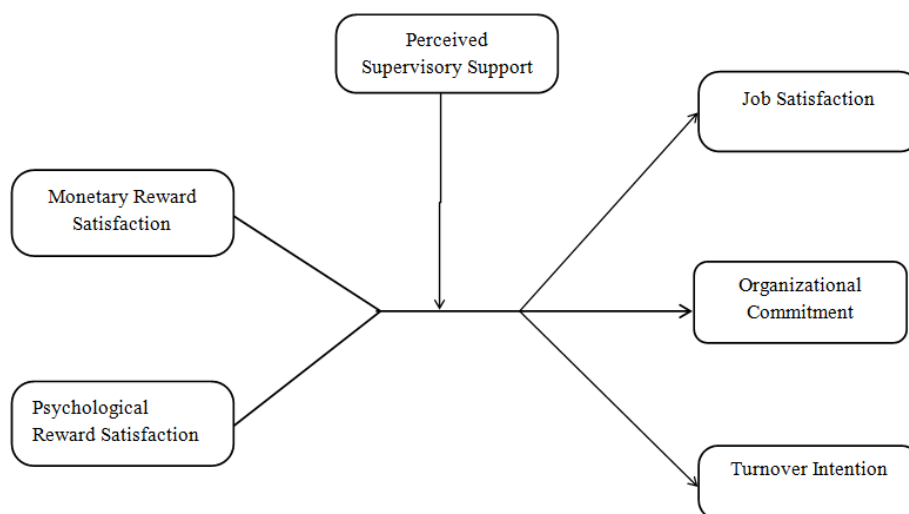
David et al. (2007) noted that the introduction of supervisory support helps to identify the employee's intention to remain with the organization. Supervisory support helps to identify the leader's role in an organization. Employees feel high level of support and loyalty towards their organizational if their supervisor is providing them fairness and value employees' opinions. Employees feel a sense of responsibility towards his organization. He perceives his contribution to be meaningful for his employer and organization.

Eisenberger et al. (2002) further carry the concept of perceived supervisory support. They noted that a high supervisory support has been shown to increase organizational commitment and reduction of employee turnover intentions. Raabe and Beehr, (2003) propose that similar to organizational and supervisory support there is another support which is a mentor support. Mentors are most experienced employers which can provide mental and developmental support to their employees. Payne and Huffman (2005) noted that mentor support has a positive effect or a direct relationship with organizational commitment and a negative effect or an inverse relationship between mentor support and employee turnover intention.

Paulin et al. (2006) investigated that perceived supervisory support has a relation to job satisfaction. Noted, that Perceived supervisory support has a positive effect on employee job satisfaction. Kim et al. (2009) suggested, based on previous literature, that perceived supervisory support has an influence on employee emotional values. It positively affects an employee emotionally and thus increases his job satisfaction. Kratepe and Kilic (2007) noted that there is a strong positive relationship between employee perceived supervisory support and job satisfaction. The value of correlation varies from 0.12 to 0.66 showing that a strong relationship exists between perceived supervisory support and job satisfaction.

Stinglhamber & Vandenberghe (2003) concluded that perceived supervisory support is negatively related to employee turnover intention. An inverse relationship exists between employee perceived supervisory support and intentions to leave. If an employee is treated in a better way, he will decide to repay by staying with his job. Therefore supervisory support is negatively related to employee turnover intention.

Lok & Crawford, (2001) in their study on influence of job satisfaction and commitment on turnover intention noted that, job satisfaction and employee supervisory support both are related to employee turnover intention. They investigated that employee pay satisfaction and supervisory support have a negative impact on employee turnover intention. However they noted that organizational commitment has no significant effect on employee turnover intention.



**Figure 1: Conceptual Framework**

The theoretical framework in the figure shows the independent variable employee rewards system which is further classified into monetary and psychological reward satisfaction and its impact on employee attitudes

which are taken as dependent variables and include job satisfaction, organizational commitment, and turnover intentions. It further explains the moderating effect of perceived supervisory support.

### **Hypothesis**

On the basis of above literature and conceptual framework, following hypothesis are formulated:

H1a: Monetary reward satisfaction is positively related to job satisfaction.

H1b: Monetary reward satisfaction is positively related to organizational commitment.

H1c: Monetary reward satisfaction is negatively related to turnover intentions.

H2a: Psychological reward satisfaction is positively related to job satisfaction.

H2b: Psychological reward satisfaction is positively related to organizational commitment.

H2c: Psychological reward satisfaction is negatively related to turnover intentions.

H3a: Perceived supervisory support moderates the relationship between monetary reward satisfaction and job satisfaction in such a way that the relationship is more pronounced when perceived supervisory support is high rather than when it is low.

H3b: Perceived supervisory support moderates the relationship between monetary reward satisfaction and organizational commitment in such a way that the relationship is more pronounced when perceived supervisory support is high rather than when it is low.

H3c: Perceived supervisory support moderates the relationship between monetary reward satisfaction and turnover intentions in such a way that the relationship is more pronounced when perceived supervisory support is high rather than when it is low.

H4a: Perceived supervisory support moderates the relationship between psychological reward satisfaction and job satisfaction in such a way that the relationship is more pronounced when perceived supervisory support is high rather than when it is low.

H4b: Perceived supervisory support moderates the relationship between psychological reward satisfaction and organizational commitment in such a way that the relationship is more pronounced when perceived supervisory support is high rather than when it is low.

H4c: Perceived supervisory support moderates the relationship between psychological reward satisfaction and turnover intentions in such a way that the relationship is more pronounced when perceived supervisory support is high rather than when it is low.

## **3. Methodology**

### **3.1. Sample**

Higher education sector is accentuated to study the impact of rewards system on employee job attitudes having the moderating effect of perceived supervisory support. Six universities were taken which included GC University, University of Agriculture, National Textile University, FAST National University, University of Faisalabad and Riphah University. All of these were located in the Faisalabad region. 300 questionnaires were distributed out of which 240 were received back. So the response rate was 80%.

### **3.2. Data collection method**

In this study questionnaire survey method was used for the purpose of data collection. Questionnaire was comprised of 37-items and seven sections. First section consisted of demographic information regarding the participants. For example age, gender, marital status, education, etc. Second section was comprised of 8-items to measure employee monetary reward satisfaction. The third part consisted of 4-items measuring employee satisfaction from his psychological rewards. Fourth section had 5-items to measure the employee overall job satisfaction. Fifth section consisted of 12-item measuring employee organizational commitment. While the sixth section containing 4-item questionnaire measured employee turnover intention. Last section comprised of 4-items to measure employee perceived supervisory support.

### **3.3. Development of instruments**

For monetary reward satisfaction questionnaire (De Gieter et al., 2006) PSQ is used. The questionnaire consisted of 8-items measured on 5-point likert scale ranging from strongly disagree to strongly agree. A sample item from the questionnaire is "The amount paid by the organization for my (fringe) benefits". Psychological reward satisfaction was measured by using De Gieter et al. (2008) 4-items scale. A sample item from the questionnaire is "The appreciation I get from my supervisor to perform my job". To measure the job satisfaction of the participants, Hackman & Oldham (1975), Porter and Lawler (1968), Weiss et al. (1967) questionnaire is used. 5-items questionnaire consisted of the questions used to determine the employee job satisfaction. A sample question is "In general, I am very satisfied with my job". To measure the employee organizational commitment (Meyer, Allen, and Smith's, 1993) 6-item measure is used. The questions determined the employee commitment from his organization. A sample question from the questionnaire is "I would be very happy to spend the rest of my career with this organization". Turnover intention was estimated and measured by the use of questionnaire

proposed by different researchers (De Gieter et al., 2008; Currall et al., 2005; DeConinck & Stilwell, 2004; Lum et al., 1998). A 4-items questionnaire determined the employee intention to leave the organization. A sample item is “During the last six months I have thoroughly thought to look in a different organization.” To measure perceived supervisory support, Rhoades & Eisenberger (2002) 4-item survey was administered to all the participants. And thus the employee’s perceived supervisory support was determined. A sample item is “My work supervisor really cares about my well-being.”

#### 4. Results

To analyze the data SPSS 20.0 is used. Hierarchical multiple regression is conducted to analyze the impact of independent variables on the dependent variables and to check the effect of moderator.

##### 4.1. Descriptive Statistics

**Table 1: Descriptive Statistics**

	Mean	S.D	1	2	3	4	5	6
1 Monetary Reward Satisfaction	3.452	0.785	(0.942)					
2 Psychological Reward Satisfaction	3.804	0.950	0.642**	(0.916)				
3 Job Satisfaction	3.726	0.701	0.737**	0.759**	(0.777)			
4 Turnover Intention	2.547	0.830	-0.210**	-0.436**	-0.376**	(0.734)		
5 Organizational Commitment	3.400	0.547	0.460**	0.500**	0.531**	-0.488**	(0.754)	
6 Perceived Supervisory Support	3.913	0.673	0.333**	0.536**	0.492**	-0.265**	0.416**	(0.70)

\*\* p < .01      \* p < .05      Values on diagonal represent Cronbach Alpha

The value of Cronbach Alpha of monetary and psychological reward satisfaction questionnaire is 0.942 and 0.916 showing a high consistency and an excellent reliability. Job satisfaction cronbach’s value is 0.777, showing a good reliability and consistency. The cronbach value of 12-items commitment questionnaire is 0.754, shows that the sample is good enough for research purpose. The internal consistency of 4-items turnover questionnaire survey is 0.734, showing a good reliability and consistency. Perceived supervisory support has an internal consistency of 0.70, showing a good and an acceptable reliability and consistency.

The results obtained from correlation analysis show that a strong correlation exists between monetary reward and job satisfaction ( $r = 0.737$ ). Psychological reward and job satisfaction are very strongly correlated ( $r = 0.759$ ). A negative relationship exists between monetary reward satisfaction and turnover intention ( $r = -0.210$ ) and also between psychological reward satisfaction and turnover intention ( $r = -0.436$ ). Monetary reward satisfaction is positively correlated to commitment ( $r = 0.460$ ). There is a strong correlation between psychological reward satisfaction and commitment ( $r = 0.500$ ). Monetary reward satisfaction and perceived supervisory support are positively correlated to each other ( $r = 0.333$ ) and a strong relationship exists between psychological reward satisfaction and perceived supervisory support ( $r = 0.536$ ). Perceived supervisory support is positively correlated with job satisfaction ( $r = 0.492$ ). There is a negative correlation existing between turnover intention and perceived supervisory support ( $r = -0.265$ ). A positive correlation exists between employee perceived supervisory support and commitment ( $r = 0.419$ ).

##### 4.2. Regression Analysis

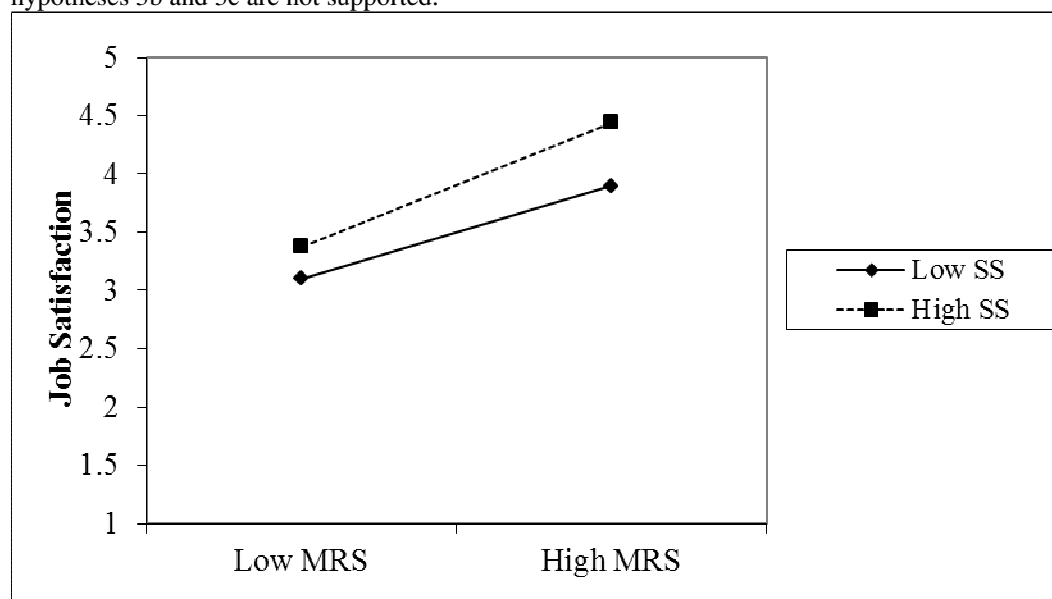
We use hierarchical linear regression modeling to test our hypotheses. In hypothesis 1a, 1b, and 1c we predict that monetary reward satisfaction is positively related to job satisfaction and organizational commitment; and is negatively related with turnover intentions. Main effects reported in table 3 show that monetary reward satisfaction is positively related to job satisfaction ( $b = 0.576$ ,  $p < .01$ ); and organizational commitment ( $b = 0.251$ ,  $p < .01$ ); and is negatively related to turnover intentions ( $b = -0.145$ ,  $p < .05$ ).

**Table 2: Summary of Hierarchical Regression Analyses (Monetary Reward Satisfaction as independent variable)**

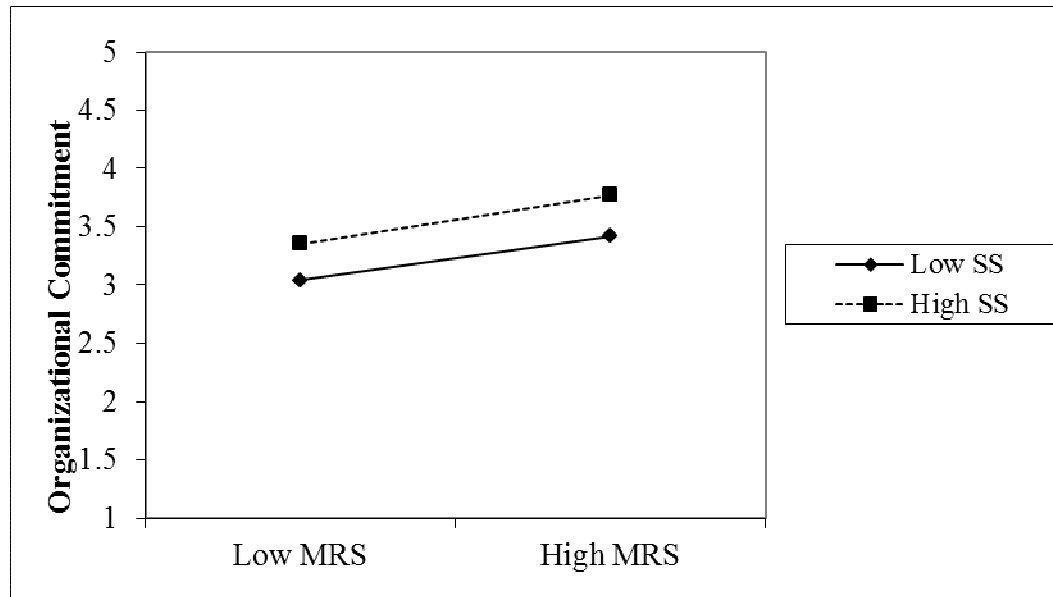
Variables	Job Satisfaction		Organizational Commitment		Turnover Intention	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Main Effects						
Monetary Reward Satisfaction	0.576**	0.097	0.251**	0.176	-0.145*	0.112
Perceived Supervisory Support	0.289**	-0.135	0.243**	0.177	-0.27**	-0.042
Interactions						
MRS X PSS		0.127**		0.02		-0.068
Overall R	0.782	0.791	0.540	0.541	0.295	0.299
Overall R <sup>2</sup>	0.611	0.625	0.292	0.293	0.087	0.09
Overall Model F	186.384**	131.195**	48.279**	32.135**	11.268**	7.749**
$\Delta R^2$		0.014		0.001		0.003

\*\* p < .01      \* p < .05      Entries are unstandardized coefficients

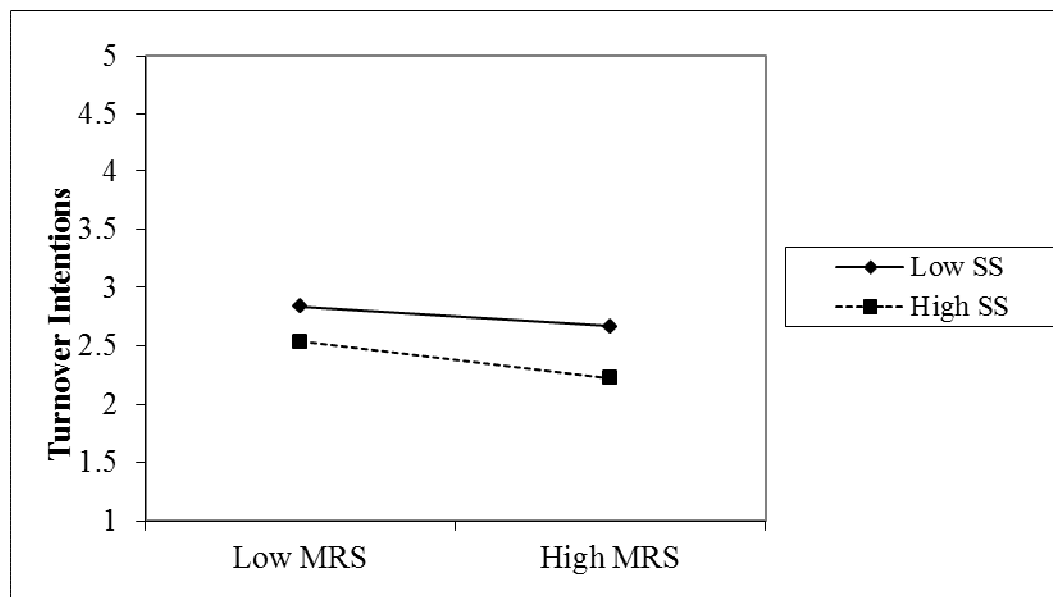
In hypotheses 3a, 3b, and 3c we predict that perceived supervisory support moderates the relationship of monetary reward satisfaction with job satisfaction, organizational commitment, and turnover intentions. As reported in table 3, interactions were significant in predicting job satisfaction by monetary reward satisfaction (b = 0.127, p < .01). The interactions were not significant in predicting organizational commitment (b = 0.020, NS) and turnover intentions by monetary reward satisfaction (b = -0.068, NS). Thus hypothesis 3a is supported but hypotheses 3b and 3c are not supported.



**Figure 2a: Moderating effect of perceived supervisory support on job satisfaction with monetary reward satisfaction as independent variable**



**Figure 2b: Moderating effect of perceived supervisory support on organizational commitment with monetary reward satisfaction as independent variable**



**Figure 2c: Moderating effect of perceived supervisory support on turnover intentions with monetary reward satisfaction as independent variable**

The patterns of these three interactions are presented in figure 2a, 2b, and 2c. Monetary reward satisfaction had a stronger positive relationship with job satisfaction when perceived supervisory support was high. The patterns of these interactions also indicated that in the condition in which high monetary reward satisfaction was combined with high perceived supervisory support, participants scored higher on job satisfaction as compared to participants in the other three conditions. Thus, individuals reporting higher levels of monetary reward satisfaction combined with higher levels of perceived supervisory support showed higher levels of job satisfaction. These results support hypothesis 3a. Similarly, same pattern is observed in figure 2b where high monetary reward satisfaction combined with high perceived supervisory support fetches high level of organizational commitment than other three conditions. The pattern in figure 2c indicates that in the condition in which high monetary reward satisfaction was combined with high perceived supervisory support, participants scored lower on turnover as compared to participants in the other three conditions. The patterns observed in figures 2a, 2b, and 2c are in line with hypotheses 3a, 3b, and 3c.

**Table 3: Summary of Hierarchical Regression Analyses (Psychological Reward Satisfaction as independent variable)**

Variables	Job Satisfaction		Organizational Commitment		Turnover Intention	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Main Effects						
Psychological Reward	0.513**	0.054	0.222**	0.406	-0.361**	0.187
Perceived Supervisory Support	0.125*	-0.383	0.172**	0.376	-0.053	0.553
Interactions						
PRS X PSS		0.132**		-0.053		-0.157*
Overall R	0.765	0.777	0.532	0.536	0.438	0.458
Overall R <sup>2</sup>	0.586	0.604	0.283	0.288	0.192	0.21
Overall Model F	167.492*	119.739*	46.141**	31.352**	28.093**	20.887**
ΔR <sup>2</sup>		0.018		0.005		0.018

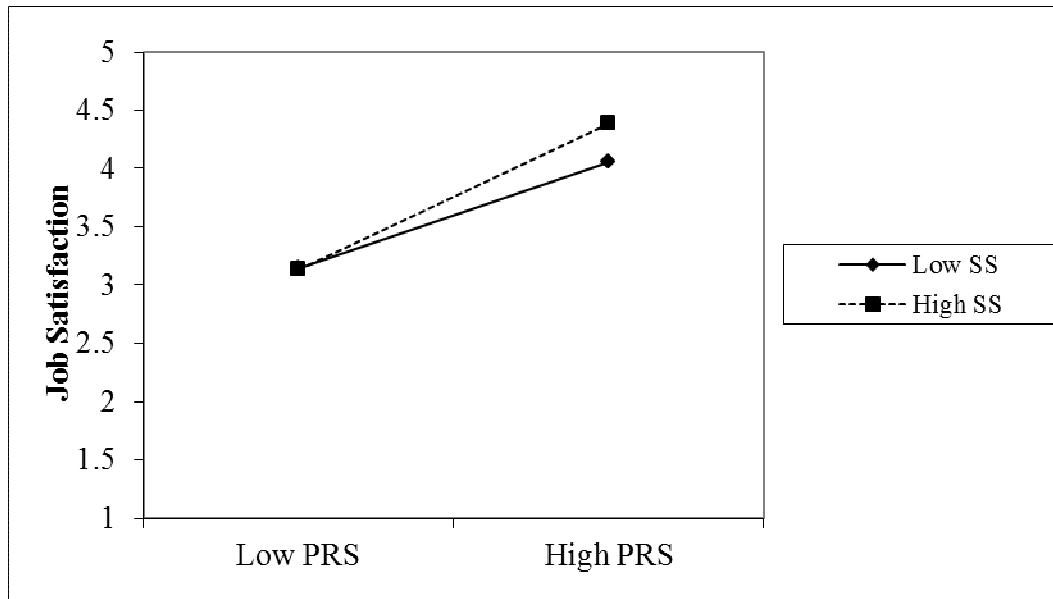
\*\* p < .01      \* p < .05      Entries are unstandardized coefficients

In hypothesis 2a, 2b, and 2c we predict that psychological reward satisfaction is positively related to job satisfaction and organizational commitment; and is negatively related with turnover intentions. Main effects reported in table 4 show that psychological reward satisfaction is positively related to job satisfaction (b = 0.513, p < .01); and organizational commitment (b = 0.222, p < .01); and is negatively related to turnover intentions (b = -0.361, p < .01).

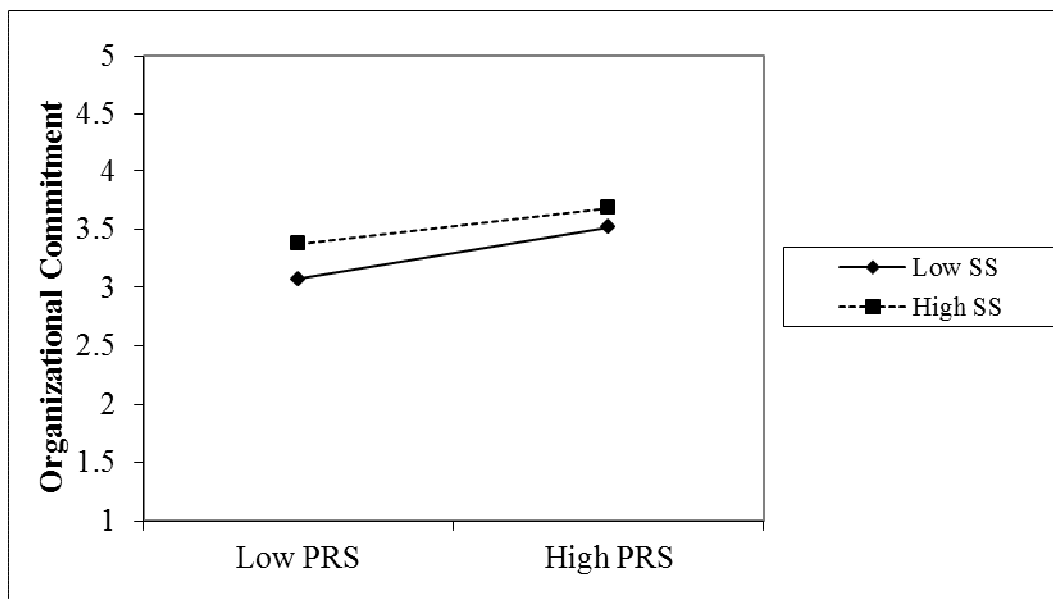
In hypotheses 4a, 4b, and 4c we predict that perceived supervisory support moderates the relationship of psychological reward satisfaction with job satisfaction, organizational commitment, and turnover intentions. As reported in table 4, interactions were significant in predicting job satisfaction by psychological reward satisfaction (b = 0.132, p < .01). The interactions were also significant in predicting turnover intentions by psychological reward satisfaction (b = -0.157, p < .05). The interactions were not significant in predicting organizational commitment (b = -0.053, NS). Thus hypothesis 4a and 4c are supported. Hypotheses 4b is not supported.

The patterns of these three interactions are presented in figure 3a, 3b, and 3c. Psychological reward satisfaction had a stronger positive relationship with job satisfaction when perceived supervisory support was high. The patterns of these interactions also indicated that in the condition in which high psychological reward satisfaction was combined with high perceived supervisory support, participants scored higher on job satisfaction as compared to participants in the other three conditions. Thus, individuals reporting higher levels of psychological reward satisfaction combined with higher levels of perceived supervisory support showed higher levels of job satisfaction. These results support hypothesis 4a. Similarly, figure 3b shows same pattern where high psychological reward satisfaction combined with high perceived supervisory support fetches high level of organizational commitment than other three conditions. The pattern in figure 3c indicates that in the condition in which high psychological reward satisfaction was combined with high perceived supervisory support, participants scored lower on turnover as compared to participants in the other three conditions. This pattern supports hypothesis 4c. The patterns observed in figures 3a, 3b, and 3c are in line with hypotheses 4a, 4b, and 4c.

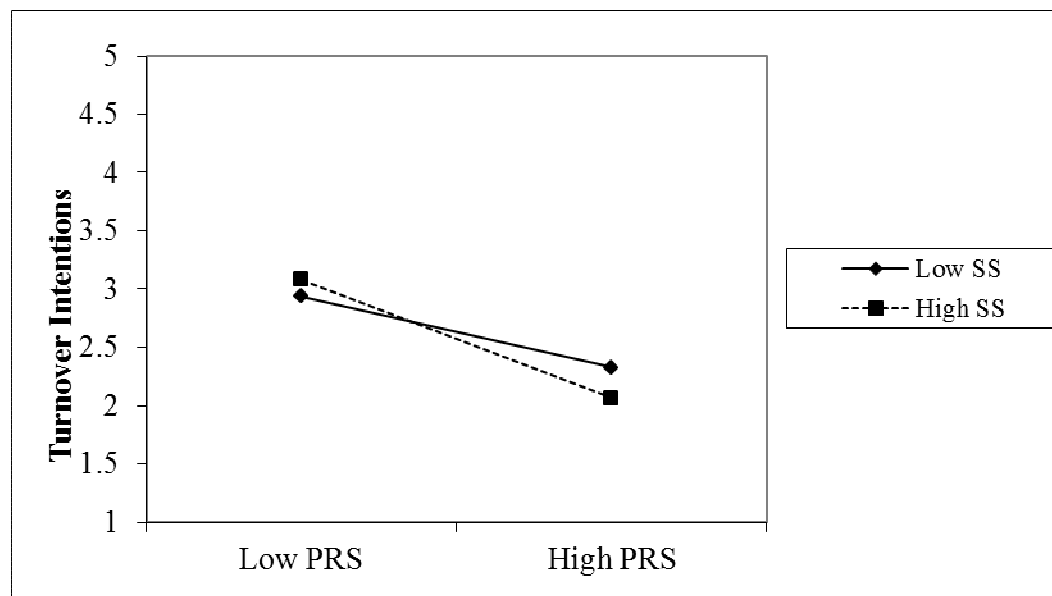




**Figure 3a: Moderating effect of perceived supervisory support on job satisfaction with psychological reward satisfaction as independent variable**



**Figure 3b: Moderating effect of perceived supervisory support on organizational commitment with psychological reward satisfaction as independent variable**



**Figure 3c: Moderating effect of perceived supervisory support on turnover intentions with psychological reward satisfaction as independent variable**

## 5. Discussion

Existence of rewards system in an organization is very crucial in a sense to retain that organization's contemporary aptitude. Keeping in view the empirical findings of this study it has been noted that monetary and psychological both types of rewards are important for an employee. These rewards should be aligned in order to sustain and enhance the employees' level of satisfaction and commitment. So that a committed employee will have a lower level of intentions to leave the organization and the talent stays with the organization. This study also found that the moderating variable perceived supervisory support moderates the relationship more in monetary reward satisfaction as compared to psychological reward satisfaction. So it is recommended that perceived supervisory support is also necessary while dealing with monetary rewards to ensure employee satisfaction and organizational commitment.

## 6. Conclusion

After analyzing the data it is being concluded that rewards system have a positive and significant impact on employee attitudes, except employee turnover intention. Perceived supervisory support moderates the relationship between rewards and employee attitudes. The results are supported by previous literatures. Byrne and Clore (1970) suggested behavioral theory regarding rewards and relationships. De Gieter et al. (2006) also demonstrate the significance of both types of rewards. De Gieter et al. (2012); and Liu et al. (2011) concluded that besides the importance of pay (monetary) satisfaction of employees some studies have found that psychological reward satisfaction is also important in foreseeing employees' intentions to stay.

## 7. Limitations and Future Research

The limitations of this study are include shortage of time for doing survey and conducting research because of which cross sectional study was conducted instead of longitudinal study. Qualitative method for data collection is a better way of data collection. Employee job satisfaction and turnover intention can be better understood by having an interview and open ended questions with the respondents. Like supervisory support, research can also be conducted on co-workers support. Demographic variables can also be considered while doing research to check the influence of demographic factors on the relationship between reward satisfaction and employee attitudes. Qualitative method can also be used for data collection.

## 8. Managerial implications

This study will help the employees as well as employers. Employees can demonstrate their demands, their perception regarding work, supervisors, and the environment. Employees can state their emotions regarding job satisfaction and commitment, so their intent to leave can be easily predicted. They can also recommend what should be there to make them more satisfied and committed. Thus the study is also beneficial for supervisors. They can know what their subordinates want. This will create a mutual relationship among employees and supervisors and finally will be beneficial for the organization; if the organization has the most satisfied and committed staff.

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