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Future Business Journal 2 (2016) 127–137

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Full length article

Promoting thriving at work and waning turnover intention: A relational perspective

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Received 26 January 2016; received in revised form 18 April 2016; accepted 11 August 2016

Abstract

Intense competition in the business world has compelled top management to seek ways, through which they can achieve competitive edge. Both practitioners and academics understand that a sustainable competitive advantage over competitors is inextricably linked with human resource. Human resource is about maintaining human capital for organizations. It is associated with individual thriving at workplace; and, retaining top performers or skilled labor force. This study examines the antecedents of thriving at work and turnover intention among software developers. Data were gathered from 128 software developers working in a private software house. The study finds support for the positive theoretical relationship between perceived organizational support and relational resource i.e. heedful relating. Moreover, the empirical evidence suggests that perceived organizational support and heedful relating are useful predictors of thriving at work and help in reducing turnover intention.

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1. Promoting thriving at work and waning turnover intention: a relational perspective

Organizations are social entities that are made up of individuals and their relationships with each other at workplace (Daft, 2012). These individuals interact with each other and work together to perform essential tasks that help in attaining organizational long term objectives. The effort, hard work, energy, and dedication of these individuals are among the major factors that contribute to an organization's long term sustainability and in achieving competitive advantages. During their professional lives, these individuals may face numerous obstacles like work/family imbalances (Ahmed & Ahmed, 2015; Beigi, Ershadi, & Shirmohammadi, 2012; Wang, 2006), hostile work environment (Alterman, Luckhaupt, Dahlhamer, Ward, & Calvert, 2013), work stress (Wang, 2006), devastating task demands (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007), workplace violence and workplace aggression (Baron & Neuman, 1996), as well as workplace incivility (Abid, Khan, Rafiq, & Ahmad, 2015a). These irksome workplace challenges coupled with a zero or low-support mechanism may drain out or exhaust the employees, leading to a dejected and a non-thriving workforce with a higher turnover intention (Maertz & Griffeth, 2004;

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Peer review under responsibility of Faculty of Commerce and Business Administration, Future University.

<http://dx.doi.org/10.1016/j.fbj.2016.08.001>

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Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). This makes it all the more important to have support from the organization and colleagues to eradicate the effects of these on-the-job obstacles (Madden, Mathias, & Madden, 2015). There is supporting evidence to suggest that the employees tend to thrive and chances of their leaving the organization may never crop up, if they have the perception that their organization supports them; values their work; cares about their well-being; and there also exist positive relationships among coworkers (Rhoades & Eisenberger, 2002; Dutton & Ragins, 2007; Spreitzer et al., 2005).

There has been growing research on positive organizational relationships in the field of organizational behavior, industrial and organizational psychology, and management (Abid, Zahra, & Ahmed, 2015b; Madden, Duchon, Madden, & Plowman, 2012; Madden et al., 2015; Gittel & Douglass, 2012; Stephens, Heaphy, Carmeli, Spreitzer, & Dutton, 2013). A lot of work has also been done and provides support for the beneficial outcomes of positive relationships at work (Carmeli & Gittel, 2009; Paterson, Luthans, & Jeung, 2014; Spreitzer et al., 2005). However, very few attempts have been made to improve these relationships using other support mechanisms at workplace (Madden et al., 2015) such as heedful relating. Moreover, though the relationship between perceived organizational support and turnover intention has been examined in previous researches (Hui, Wong, & Tjosvold, 2007), but the role of perceived organizational support on thriving at work and on heedful relating has been ignored all together.

The aim of this study is to have an improved understanding of the support environment in an organizational context. Thus, it examines the impact of perceived organizational support and heedful interrelating on employees' thriving at workplace and their intent to leave the organization. It also analyzes the impact of perceived organizational support on heedful relating. The proposed relationships are tested on employees working in the software industry as it is one of the fast growing industry in Pakistan. Studying these proposed relationships shows how the perceived organizational support and heedful relating work together as a mechanism that enables thriving at workplace and mitigates employees' turnover intentions.

2. Theory and hypotheses

2.1. *Heedful relating and thriving at work*

Most often employees collaborate and are interdependent and work together to achieve common goals for their organizations. The successful collaboration among individuals is seen and viewed in terms of heedful relating (Paterson et al., 2014). People are said to act heedfully when they are careful, consistent, vigilant and purposeful in their actions (Ryle, 1949) The concept of heedful relation has been discussed in terms of careful, purposeful, conscientious, and considerate interpersonal interactions (Weick, 2003; Weick & Roberts, 1993). It has been observed that actions based on heed improve members' ability to work together, thus enhancing team effectiveness (Cohen, 1994). Employees become a part of a system based on a shared mental model characterized by an interdependence between themselves and the environment, when they are heedfully interrelated. They feel themselves as part of a system which as per their understanding works successfully because it is based on connected action (Weick & Roberts, 1993).

Heedful interrelating has also been found to be helpful in understanding highly creative organizations (Hargadon & Bechky, 2006) where task interdependence is high and task programmability is low (Bijlsma-Frankema, de Jong, & van de Bunt, 2008). In high-reliability contexts, it is understood as bringing something that brings together individual expertise to anticipate and avoid errors (Werr, 2012). In creative organizations it is about finding novel and creative solutions to problems.

Heedful relating has also been found positively related to vitality component of thriving. When individuals work effectively and efficiently with other colleagues in their work group for the accomplishment of common goals, they are likely to experience heightened levels of vitality (Paterson et al., 2014; Dutton & Heaphy, 2003). Positive organization scholarship research demonstrates that the high-quality working relationships among individuals such as those ingrained in heedful relating, are energizing for individuals (Dutton, 2003; Heaphy & Dutton, 2006; Paterson et al., 2014; Spreitzer et al., 2005).

Positive links of heedful relating to the learning component of thriving have also been observed. Such as the Social learning theory suggests that employees look after each other at workplace for ensuring proper work methods (Bandura, 1977). When employees interact with each other at workplace, they learn new knowledge and refine their skills through these positive interactions (Paterson et al., 2014). The empirical study by Druskat and Pescosolido

(2002) also provides an initial support of the example given by Weick and Roberts (1993), that employees learn from each other through heedful interactions. We thus derive the following hypothesis to be tested in the present study:-

Hypothesis 1. heedful relating has positive influence on thriving at work.

2.2. Heedful relating and turnover intention

One fruitful avenue of research related to mitigating turnover intentions involves a relational perspective (Dess & Shaw, 2001; Mossholder, Settoon, & Henagan, 2005). Scholars have contended that turnover is normally very high when social relationships are of low-quality (Uhl-Bien, Graen, & Scandura, 2000). High-quality social relationships engender exchange relationship, mutual respect (Kahn, 1998) and helping behaviors (Mossholder, Richardson, & Settoon, 2011), that allow employees to become a part of their organizational system. Which leads us to believe that when interdependence and interactions are embedded in organizational system, they help in minimizing the turnover intentions (Lankau & Scandura, 2002; Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Hence, our second hypothesis:-

Hypothesis 2. heedful relating has negative influence on turnover intention.

2.3. Perceived organizational support and heedful relating

An organization's success depends upon successful collaboration among individuals; which is seen and viewed in terms of heedful relating (Paterson et al., 2014) and positive relationships. These positive relationships among employees are very important at workplace because of their ability to improve behavioral outcomes such as absenteeism, performance, and turnover (Kahn, 2007). Perceived organizational support can stimulate such collective mindedness or heedful relating which is beneficial for organizations and hence, paves ways for attaining competitive edge over other competitors in the market through innovation (Bammens, Notelaers, & Van Gils, 2013). Review of the literature suggests that the dominant theoretical lens used in organizational support research is the social exchange theory (Cropanzano & Mitchell, 2005), which emphasizes the norm of reciprocity in the interactive relationships between employees and their organization (Wayne, Shore, & Liden, 1997; Rhoades & Eisenberger, 2002). The theory suggests that employees' perception of care from their organization develops feelings of obligation to repay, by engaging in behaviors that support in achieving organizational goals (Wayne et al., 1997). Furthermore, it suggests that employees will contribute actions commensurate with what they receive from their relationships with others (Gergen, 1969). When employees perceive that their organization supports them and cares about their well-being; it makes them obliged to repay the organization and they work for its effectiveness (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). The perception of organizational support builds trust and care not only for the organization, but also among colleagues at workplace. They believe that together they can meet the organization's targets and thus maintain the balance in the exchange relationships. High level of perceived organizational support is thought to create obligations within individuals to repay the organization and maintain strong positive relationship with other employees as well. Hence, we propose that exchange theory provides insights into the relationship between organizational support and heedful relating:-

Hypothesis 3. perceived organizational support has positive influence on heedful relating.

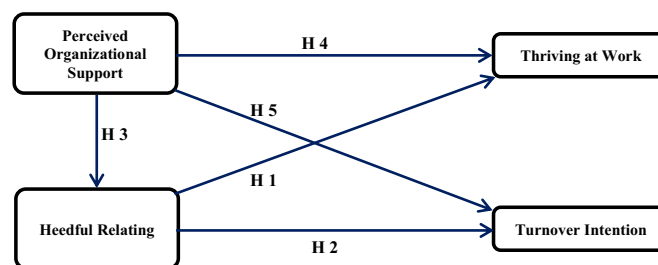


Fig. 1. Theoretical model.

2.4. *Perceived organizational support and thriving at work*

The relationship between perceived organizational support and thriving at work is demonstrated in social exchange perspective as mentioned in the earlier section. Exchange relationship can be investigated in terms of either social or economic principles or by both (see Blau (1964)). The exchange relationship is social that entirely depends on mutual trust and reciprocity; which brings goodwill that symbolizes high-quality relationships. In the field of management, social exchange has been viewed as a global exchange relationship between employees and organization and has focused more on the dyadic relationship between subordinates and their supervisors. At global level, employees form a global belief that their organizations value their contributions and care about their well-being and this belief is labeled as perceived organizational support. High-level of perceived organizational support is thought to create feelings of obligations in individuals to repay the organization and maintain strong positive relationship with other employees (Abid et al., 2015b). This obligation leads them to continuously learn to perform effectively for the success of their company. The discussion above leads us to our theoretical model. (Fig. 1).

The other outcome derived from the perceived organizational support is that the individuals may also feel thrived at workplace when they experience positive relationships at work (Spreitzer et al., 2005), thus reducing the turnover intention. The high-quality of relationships at workplace is associated with employees thriving at work (Druskat & Pescosolido, 2002; Paterson et al., 2014; Spreitzer et al., 2005; Weick & Robert, 1993) and energizing relationship (Abid et al., 2015b; Baker, Cross, & Wooten, 2003; Dutton & Heaphy, 2003). This expected connection between positive relationships at work and beneficial outcomes leads us to the following hypothesis:-

Hypothesis 4. perceived organizational support positively influences thriving at work.

2.5. *Perceived organizational support and turnover intention*

The relationship between perceived organizational support and turnover intention can similarly be demonstrated using the social exchange perspective. When employees perceive that their organizations support them and cares for their well-being, they develop a sense of obligation to repay the organization and maintain strong positive long term relationship. This positive perception of organizational support also reduces the intention to leave the organization. In addition, a study by Pfeffer (2003) suggests that employees prefer to be interconnected with others at workplace to satisfy their need of belongingness. This belongingness enhances the meaningfulness of their work (Pratt & Ashforth, 2003), spirituality at work (Duchon & Plowman, 2005), and relational coordination (Gittell, 2003), which suggests that heedful interrelating is very important for both: the employees and the organizations (Dutton & Heaphy, 2003). Previous studies support the notion of low-intent to leave when individuals are interconnected with each other at workplace (Hui et al., 2007; Jiang, Liu, McKay, Lee, & Mitchell, 2012; Madden et al., 2015). This expected relationship leads us to the following hypothesis:-

Hypothesis 5. perceived organizational support negatively influences turnover intention.

Theoretical model based on the above hypothesized relationships is presented below.

3. Methodology

3.1. *Population and sample*

The target population was the software houses located in Lahore, South Asia. We contacted managers of all the software houses and sought their willingness for participation in the survey; and succeeded in getting a positive response from one software house. There were 600 skilled employees working as software developers and questionnaires were distributed to all. We received 128 complete and usable responses, which makes our response rate 21%.

The data for the variables i.e. heedful relatedness, thriving at work and perceived organizational support were collected from the software engineers. For the dependent variable i.e. turnover intention, data were gathered from coworkers of the responding software engineers because they being in a proximate relationship were in a better position to be aware of the turnover intentions of their work fellows (Abid et al., 2015b). Another reason for using

two different self-administered questionnaires from two independent sources was to minimize the common method bias/variance (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003, 2012).

3.2. Measures

3.2.1. Perceived organizational support

An eight items scale was used to measure perceived organizational support developed by Rhoades and Eisenberger (2002) on five point Likert scale ranging from 1 = no support at all, to 5 = very high-degree of support. A sample item of perceived organizational support scale is “the organization appreciates extra effort from me”.

3.2.2. Heedful relating

The next variable, heedful relating was measured by the seven items developed in this study because there exists yet no well-established scale that measures the heedful relating. To develop the items of heedful relatedness, a pilot study was conducted. Sixteen item scale related to caring and attention was included. The pilot sample consisted of 50 MPhil/ PhD scholars currently working across different industries (65% men; mean age = 30 years). Participants responded to each item by reflecting on their experiences at work, using a five point scale (1 = not relevant to 5 = highly relevant). Furthermore, qualitative feedback was also sought about whether any items were confounding, difficult, or repetitive. As a result, 7 items from 16 items of heedful relatedness were finalized. Sample items from heedful relating scale are “I feel alive and fully participate in my work” and “I am open to listen to coworker new idea”.

3.2.3. Thriving at work

Ten items scale was used to measure thriving at work developed by Porath, Spreitzer, Gibson, and Garnett (2012) on five point Likert scale ranging from 1 = no at all, to 5 = to a great extent. The sample item of learning is “I continue to learn more and more as time goes by” and for vitality dimension “I feel alive and vital”.

3.2.4. Turnover intention

Three items scale was used to measure turnover intention developed by Mitchell et al. (2001). The adopted measure was modified to capture the turnover intention of the employees from their colleagues. This new strategy has been tested in a study to capture expressed intention to minimize the common method variance (Abid et al., 2015b). The items were modified to replace the first person (you) with the third person(he/she), and the responses were measured on five point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. A sample item is “as soon as possible, he/she will leave the organization.”

Table 1
Means, standard deviations (SD) and correlation matrix.

Variables	Mean	S.D.	Age	Education	Gender	Tenure	Heedful relating	Thriving at work	POS	TI
Age	25.87	6.23	1							
Education	2.68	0.61	0.135	1						
Gender	1.29	0.46	0.005	−0.004	1					
Tenure	2.30	1.72	0.200*	0.011	0.118	1				
Heedful relating	3.88	0.44	0.084	0.000	−0.074	−0.017	(0.762)			
Thriving at work	4.32	0.36	0.092	0.137	−0.055	0.043	0.204*	(0.798)		
POS	3.92	0.48	0.113	0.037	−0.190*	−0.075	0.906**	0.408**	(0.851)	
TI	1.55	0.53	−0.090	−0.179*	−0.113	0.097	−0.356**	−0.188*	−0.335**	(0.724)

Note: (**) and (*) represents 1% and 5% level of significance.

N = 128; reliability co-efficient of each variables are in parentheses.

* $P < 0.05$.

** $P < 0.01$.

4. Data analysis

Table 1 provides means, standard deviations and bivariate correlations of all the variables. The correlations coefficients provide initial support for our study hypotheses. Consistent with our hypotheses, the bivariate correlations indicate that heedful relating is positively related to thriving at work ($r=0.204$, $p < 0.05$) and negatively related with turnover intention ($r = -0.356$, $p < 0.01$); hence provide initial support for our study hypotheses H1 and H2 respectively.

The results also show that perceived organizational support is positively related with both, i.e. heedful relatedness ($r=0.906$, $p < 0.01$) and thriving at work ($r=0.408$, $p < 0.01$). These results provide initial support for our hypotheses H3 and H4 respectively. Finally, the results of correlation analysis indicates that perceived organizational support is negatively related to turnover intention ($r = -0.335$, $p < 0.01$); hence providing support for our final hypothesis H5.

4.1. Hypotheses testing

For the testing of study hypotheses, we have used hierarchical linear modeling (Bryk & Raudenbush, 1992). Four principal assumptions i.e. linearity, independence, homoscedasticity, and normality of the error distributions were checked. The F -tests for the models were found highly significant, implying the linearity of relationship between the study variables. For homoscedasticity and normality of residuals, we employed Q–Q Plots of Z^* pred and Z^* presid and found no tendency in the error terms. To rule out the auto-collinearity assumption, we looked at the value of Durbin–Watson, $d=2.24$ which lies between the two critical values of $1.5 < d < 2.5$ which is within the prescribed limits; and hence we can also assume that there exists no linear auto-correlation in our regression data. To check for multi-collinearity, we examined the variance inflation factor scores (VIF) and tolerance and the VIF score in all regression analysis were below 10 and the tolerance for all variables was > 0.1 ; indicating no multi-collinearity (Hair et al., 2010).

Our first study hypothesis indicates positive relationship between heedful relating and thriving at work. We also found no significant effect of control variables on thriving at work (Step 1a, Table 2). In Step 1b, when heedful relating (the mediating variable) was regressed on thriving at work (dependent variable) along with the controlled variables, the regression coefficient was found to be significant ($\beta=0.200$, $P < 0.01$, $R^2=0.065$, $\Delta R^2=0.040$). Thus H1 is strongly supported. The fourth hypothesis (H4) proposes that perceived organizational support is positively related to thriving at work. In Step 1c, when perceived organizational support (independent variable) was regressed on thriving at work (dependent variable) after controlling for variables, the regression coefficient turned out to be significant ($\beta=0.407$, $P < 0.01$, $R^2=0.187$, $\Delta R^2=0.162$). Thus, H4 is also strongly supported.

Table 2
Hierarchical linear regression for dependent variables.

Variables	Thriving at work			Turnover intention		
	Step 1a	Step 1b	Step 1c	Step 2a	Step 2b	Step 2c
Control						
Age	0.069	0.050	0.016	-0.090	-0.058	-0.047
Formal education	0.127	0.129	0.119	-0.169	-0.173	-0.162
Tenure	0.028	0.035	0.069	0.117	0.104	0.085
Independent						
Heedful relating		0.200**			-0.349**	
POS			0.407**			-0.317**
R2	0.025	0.065	0.187	0.050	0.171	0.148
ΔR^2		0.040	0.162		0.121	0.098
Durbin–Watson	2.105	2.145	2.103	2.246	2.136	2.103

* $p < 0.05$; ** $p < 0.01$. Note: (**) and (*) represents 1% and 5% level of significance.

Table 3
Hierarchical linear regression for heedful relating.

Variables	Step 3a	Step3b
Control		
Age	0.093	−0.027
Formal education	−0.012	−0.030
Tenure	−0.036	0.057
Independent		
POS		0.914**
R2	0.008	0.825
ΔR2		0.817
Durbin–Watson	1.850	1.948

Note: (**) and (*) represents 1% and 5% level of significance.

* $P < 0.05$.

** $P < 0.01$.

The second hypothesis proposes that heedful relating is negatively related to turnover intention. In Step 2b, when heedful relating (mediating variable) was regressed on turnover intention (dependent variable) along with the control variables, the resulting regression coefficient was significant ($\beta = -0.349$, $P < 0.01$, $R^2 = 0.171$, $\Delta R^2 = 0.121$); supporting H2 strongly. Furthermore, our H5 proposes that perceived organizational support is negatively related to turnover intention. In Step 2c, when perceived organizational support (independent variable) was regressed on turnover intention (dependent variable) along with the controlled variables, the calculated regression coefficient was significant ($\beta = -0.317$, $P < 0.01$, $R^2 = 0.148$, $\Delta R^2 = 0.098$). Thus, strongly supporting H5 as well.

Our final study hypothesis i.e. H3, indicates a positive relationship between the perceived organizational support and heedful relating. In order to test this, firstly we yet again found no significant effect of the variables that were controlled for, on heedful relating (Step 3a, Table 3). Further in Step 3b, when perceived organizational support (independent variable) was regressed on heedful relating (mediating variable) along with the controlled variables, we found the regression coefficient highly significant ($\beta = 0.914$, $P < 0.01$, $R^2 = 0.825$, $\Delta R^2 = 0.817$). Thus H3 is strongly supported.

5. Discussion

This study focuses on understanding and elaborating the role of perceived organizational support for promoting heedful relating, enabling individual thriving, and eradicating turnover intention. Moreover our study aims to explore the effect of heedful relating on thriving at work and turnover intentions. The results have been contrived through self-administered questionnaires from software developers and their close work mates working in a private software house. All study hypotheses have been strongly supported and the results of each hypothesis are discussed below.

Hypothesis 1 posits that heedful relating will enhance thriving. The results illustrate that individuals most probably thrive at work when they are heedfully relating at workplace. The results provide empirical support to the relationship proposed by Spreitzer et al. (2005) and are also consistent with the findings of previous study of Paterson et al. (2014).

Hypothesis 2 speculates that heedful relating will help in mitigating the turnover intention. The result illustrates the role of heedful relating to minimize the intention to leave. The underlying reason for heedful relating mitigating the turnover intentions is due to connectedness and interrelatedness among individuals. Few studies have examined positive relationships among employees, for mitigating the turnover intention (see Dess & Shaw, 2001; Kahn, 1998; Mossholder et al., 2005, 2011; Uhl-Bien et al., 2000). However no specific study has yet examined the impact of heedful relating on turnover intention. Our study provides an empirical support to the said relationship.

Hypothesis 3 proposes that perceived organizational support has positive impact on heedful relating. The notion behind the support of this hypothesis is that when individuals perceive that their organizations support and care about

their well-being, then they work together, interact with each other, and coordinate for effective functioning that leads to the success of the organizations they work for. The findings of this study indicate support for the aforesaid proposition.

Hypothesis 4 posits that the perceived organizational support enables thriving at work. The results illustrate that individuals thrive at work when they perceive that their organization is supporting them. It is pertinent to note here, to the best of our knowledge, no previous study has yet examined this relationship. Therefore our study provides an empirical support to the proposed relationship.

The results also provide support to our final study **Hypothesis 5**, which surmizes that perceived organizational support helps in waning turnover intention. The notion behind the support of this hypothesis is that when individuals perceive that their organization supports and cares about their well-being then they want to stay with the organization. The study result is consistent with the findings of previous studies (Duchon & Plowman, 2005; Dutton & Heaphy, 2003; Hui et al., 2007; Jiang et al., 2012; Madden et al., 2015).

5.1. Theoretical contribution

By examining the hypothesized relationships, our study contributes to several streams of research. First, voluntary withdrawal behavior such as turnover intentions is expensive (Berry, Lechhook, & Clark, 2012), and has driven scholars and practitioners to find ways how to prevent and minimize it. This study adds an understanding of the ways through which positive relationships between employees and their organization help to offset their intentions to withdraw from their organization. Secondly, despite the growing popularity of positively oriented research, little empirical work has established the role these positive factors play in preventing costly negative workplace behaviors such as turnover intentions. This study on the impact of positive relationship at work on turnover intentions also lends empirical support that employees engaged in positive relationship at work are less likely to leave their organization (Hui et al., 2007; Rhoades & Eisenberger, 2002).

Thirdly, many studies have investigated the role of perceived organizational support on organizational relevant outcomes (see Rhoades & Eisenberger (2002) for a review of 70 studies). This study contributes empirically to this body of literature to show how perceived organizational support is connected to heedful relating as a mechanism to mitigate turnover intentions and enabling more thriving at workplace.

Finally, this study is a unique attempt to investigate the positive relationships not only between the organization and employees (perceived organizational support) but also between employees' heedful relating, to predict the favorable workplace outcomes with the help of social exchange perspectives.

5.2. Limitations and future directions

Our study encompasses a cross sectional study design for data collection. However, it does not provide a good basis for establishing causal relationship. Future studies should take this factor into consideration.

The data for this study is collected with the help of self-administered questionnaires. The self-report questionnaires are prone to common method variances (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). In order to control common method biases, this study employs methodological separation of measurements in which participants respond to the independent and dependent variables in various formats. Furthermore, we also collected data from multiple sources. Future studies should address this issue by using other methods.

It is a possibility that the approach we have adopted for the study may give rise to spurious relationships. In order to eradicate the likelihood of spurious relationship we incorporated controlling of a few variables. However it is pertinent to mentioned here that the spurious effect cannot completely be warded off (De Stobbeleir, Ashford, & Buyens, 2011). Future studies should try to investigate the proposed theoretical model in different situations and should also highlight other confounding variables.

Finally, data is collected from participants working in a software house, and thus may not be representative of firms placed in countrywide context or in different sectors. Careful consideration should be taken to generalize the findings to other contexts.

6. Conclusion

Positive relationships at workplace and perception of organizational support have significant and positive attitudinal and behavioral impacts. This study extends the literature and portrays the significant role of perceived organizational support for inducing heedful relating, enabling thriving and minimizing turnover intention. Moreover, the study also portrays the significant role of heedful relating for enhancing thriving and minimizing the turnover intention. The empirical findings affirm that perceived organization support is strongly associated with heedful relating, thriving and turnover intention. The empirical findings also affirm that heedful relating is strongly linked with thriving at work and turnover intention. The results indicate that perceived organizational support and heedful relating can play a significant role in promoting thriving and minimizing the intension to leave the organization. Our study contributes to the positive organization literature on social exchange perspectives by integrating research on relationships between individuals and their perceptions of organizational support. By identifying the positive relationships at work and perceptions of organizational support, organizations are better able to reap the rewards that these positive workplace dynamics have to offer.

Organizations and top management should take good care and well-being of the employees, as this would not only provide them with the opportunities to thrive, but would also support them to stay with the organization. The current study induces that perception of organizational support for their employees is maybe an important source for employees' thriving and reducing their turnover intention.

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