Linking Perceived Organizational Support to Organizational Identification: Role of Organization Based Self-Esteem

Sumit Kumar Ghosh
IIM Indore
E-Mail: skghosh9999@rediffmail.com

ABSTRACT

Perceived organizational support has been a widely studied construct during the past three decades, and it has been linked to organizational identification. However, not many studies have investigated this link. This study aimed to explain this relationship through organization based self-esteem and empirically examined the relationship between organization-based self-esteem and organizational identification, which has also not been studied adequately. Hence, inter-relations among the perceived organizational support, organization-based self-esteem, and organizational identification were studied in depth. The present study proposed the hypothesis that perceived organizational support and organization-based self-esteem are positively linked to organizational identification. Further, it examined the hypothesis that organization-based self-esteem will mediate the relationship between perceived organizational support and organizational identification. The data was collected from 325 employees, of which 75 respondents were females, using established scales. Overall, 75 percent of the respondents were less than 40 years of age and 66 percent of the respondents had at least 3 years of work experience. Structural equation modelling and regression analysis were used to analyze the data. The results from the data supported the hypothesized relationships. The model fit indices of both the direct and the indirect models were acceptable. Moreover, the regression analysis results also indicated partial mediation, indicating that organization based self-esteem partially mediated the relationship between perceived organizational support and organizational identification. The managerial implications of the findings are also discussed.

Keywords: Perceived Organizational Support, Organization Based Self-Esteem, Organizational Identification.

INTRODUCTION

Employee turnover has been an issue affecting organizations for quite some time. Particularly, in the Indian context, it is believed that with increased economic growth, the organizations will have to deal with additional challenges of turnover intentions among the employees[*]. Several researchers have linked various wok attitudes and turnover intention with the constructs of Perceived Organizational Support (POS) (Rigglea, et al., 2009), Organization Based Self-esteem (OBSE) (Bowling, et al., 2010), and Organizational Identification (OID) (Besharov, 2014; Riketta, 2005). POS also has been positively linked to OBSE (Lee & Peccei, 2007) as well as OID (Sluss et al., 2008). Most of these studies clearly indicated that all three constructs are negatively related to turnover intentions and positively related to work attitudes, signifying their importance in the context of pro-organizational behavior. However, inter-relations among these variables have not been addressed adequately. Particularly, in the Indian context, the construct of OID has not been explored sufficiently. From perspective of social identity theory (explained in the later part of the paper), it has been argued that in a collectivist culture (Hofstede, 2001) like India, OID may play a significant role in reducing employee turnover. As this study was conducted in India, an attempt has been made to explore two of the plausible antecedents of OID, namely POS and OBSE. While POS has been widely studied, OBSE as an antecedent of OID cannot be ignored mainly because it makes individuals feel worthy in the context of the organization and helps them satisfy their self-esteem needs, leading to stronger organizational identification. Due to the lack of literature on the inter-relations among these variables, this study can significantly contribute to the existing body of knowledge as well as to the practicing world. It is further argued that it is important to understand these linkages to answer the following: a) Can POS, which builds a strong emotional connect with the organization (Eisenberger et al., 1986), and OID, which concerns "cognitive" connect (Mael & Ashforth 1992, p.105) be linked? b) Is this link direct or indirect through OBSE? c) Does self-esteem draw from the organization results when merging self-identity with organizational identity? Sound understanding of these relationships may help managers design human resource practices, which can reduce turnover intentions among the employees. The literature review revealed that not many attempts (except a few) have been made to link OBSE with OID. While the studies have theoretically and empirically linked POS with OID (Sluss, et al., 2008), hardly any studies have explained this relationship adequately. Hence, this study attempts to fill these gaps in the literature by:

---

[*] www.haygroup.com/in/press/details.aspx?id=37383

Empirically examining the link between OBSE and OID.

Empirically explaining the relationship between POS and OID through OBSE.

This study draws its basis from social exchange theory (Blau, 1964) and social identity theory (Ashforth & Meal, 1989). According to social exchange theory, individuals who are favored by the organizations will return the favor through improved performance (Blau, 1964). The construct of POS has been predominantly studied from the perspective of social exchange theory (Stinglhamber et al., 2013). On the other hand, social identity theory argues that the social group (organization) to which an individual belongs helps that individual develop his/her "personal and social identity" (Ashforth & Meal, 1989, pp20-21). OID has been mainly addressed within the premise of social identity theory. In this study, we attempted to interconnect these two theories in order to understand the inter-relations among the variables of the study.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Perceived Organizational Support

Perceived organizational support, a construct embedded in social exchange theory (Emerson, 1976; Rhoades & Eisenberger, 2002), is defined as "global beliefs concerning the extent to which the organization values their employees' contributions and cares about their well-being" (Eisenberger et al., 1986, p. 501). The literature suggests that POS construct has been largely considered from the perspective of a social exchange theory (Stinglhamber et al., 2013). Employees who received favorable support from their organizations usually reciprocated it by engaging in pro-organizational behavior (Stinglhamber et al., 2013). Researchers saw POS as an employer's discretionary commitment to some of its employees (Eisenberger, et al., 1986, p. 501). In other words, generic benefits provided to all employees across the board did not contribute much to POS (Rhoades & Eisenberger, 2002, p. 698). The discretionary nature of POS was supported (Rhoades & Eisenberger, 2002, p.711) through the empirical findings of Eisenberger et al., (2002), which indicated that the perceived higher status of the supervisor resulted in higher POS. Detailed review of literature on POS by Rhoades and Eisenberger (2002, p.708) revealed that "fairness" (procedural justice, voice, and interactional justice) was the strongest positive antecedent of POS, whereas perceived organizational politics was strongly but negatively related to POS (Rhoades & Eisenberger, 2002, pp. 708-709). Several researchers have found a positive association of organizational commitment with POS (Rigglea et al., 2009). Panaccio and Vandenberghe (2009) reported that POS was positively linked to both forms of commitment, affective and normative. Erickson and

Roloff (2008) reported that POS moderated the correlation between perceived supervisory support and organizational commitment. Rhoades and Eisenberger (2002), through meta-analysis of studies pertaining to POS, found that besides organizational commitment, job involvement and extra role performance were strongly related to POS whereas job performance was rather weakly associated with POS.

From the perspective of conservation of resources theory (Hobfoll, 2001), POS is believed to provide adequate resources necessary to deal with stress emanating from job conditions (Panaccio & Vandenberghe, 2009). In other words, POS equips employees to deal with various challenges by enhancing their innate capabilities. Thus, the extant literature suggests that POS not only plays a significant role in inducing positive pro-organizational behavior, but also helps employees develop themselves. Similar to POS, OBSE also plays a significant role in growth of an employee in the context of organizations.

Organization-Based Self- Esteem
OBSE, which is often attributed to an individual's "self-esteem" in the context of his/her organization (Bowling et al., 2010, p. 602), has been found to have stronger relationship with various organization-specific variables rather than 'general' self-esteem (Bowling et al., 2010, p. 602). Pierce et al. (1989) defined *organization-based self-esteem* as "the degree to which organizational members believe that they can satisfy their needs by participating in roles within the context of an organization" (p. 625). Pierce and Gardner (2004) defined OBSE as the "degree to which an individual believes himself/herself to be capable, significant and worthy as an organizational member" (p. 593). Gardner and Pierce (1998) showed that self-efficacy positively influences OBSE and that higher OBSE leads to better performance. They further concluded that OBSE mediates the relationship between self-efficacy and performance. Besides self-efficacy, "need for achievement" was also found to be an antecedent of OBSE (Tang & Ibrahim, 1998, p. 529).

The extant literature suggests that trust (Chattopahyay & George 2001, p. 785), job authority (McAllister& Bigley, 2002), and participation in the management (Lee, 2003) were strongly related to OBSE, whereas commitment, job satisfaction (Van Dyne & Pierce, 2004), and performance (Pierce, et al., 1989) were consequences of OBSE. Sekiguchi et al. (2008) reported a positive association of OBSE with organization citizenship behavior and showed that job embeddedness moderated this relationship in such a manner that higher job embeddedness\ strengthened the relationship. According to Gardner and Pierce (2013), job focus is able to strengthen

the positive and negative relationships of OBSE with both work attitudes and turnover intentions.

Several researchers (McAllister& Bigley, 2002; Wiesenfeld et al., 2000**)** found that perception of fairness in the organizations was a significant antecedent of self-esteem. Interestingly, Rhoades and Eisenberger (2002) also examined fairness as an antecedent of POS. Along the same lines, OBSE and POS share a few common outcome variables. For instance, performance (Pierce et al., 1989) and organization commitment (Van Dyne & Pierce, 2004), among others, were found to be positively related to OBSE. Hence, like POS, OBSE also appears to influence pro-organizational behavior (Pierce & Gardner, 2004).

Lee (2003, p.1057) reported that co-worker support positively influences OBSE. Furthermore, McAllister and Bigley (2002) found that organizational care influences OBSE. Moreover, POS was found to be significantly contributing to the feeling of "self-worth" among the employees (Sluss et al., 2008 p. 459). Hence, based on the above findings, it is evident that an employee is emotionally able to connect to his/her organization because of the care and the support extended to him/her by his/her organization. Such concerns shown by the organization enhance the feelings of being important and relevant to the organization. Therefore, consistent with the above studies, it is proposed that:

Hypothesis 1: POS has a positive relationship with OBSE.

Organizational Identification

Over the years, researchers have been widely considering the issues of conceptualization and operationalization of OID (Edwards & Peccei, 2007). Ashforth and Mael (1989), Dutton et al. (1994), and others argued that OID is rooted in social identity and social categorization theories. The scale developed by Mael and Ashforth (1992) based on the conceptualization that "organizational identification is the perception of oneness with or belongingness to an organization, where the individual defines himself or herself in terms of the organization(s) in which he or she is a member" (Mael & Ashforth, 1992, p. 104) has been used widely in research (Riketta, 2005). According to Edwards and Peccei (2007), OID can be "defined as a psychological linkage between the individual and the organization whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity" (p. 30).

Dutton et al. (1994, p. 253) posited that "distinctiveness", "prestige", and "self-enhancement" are important antecedents of OID. The researchers have also explored POS as an antecedent of OID (Mael & Ashforth 1992; Sluss, et al., 2008). Van

Knippenberg et al. (2007) argued that although POS and OID are embedded in two separate theoretical frameworks, namely social exchange theory and social identity theory, they could be linked as both of them play a significant role in predicting pro-organizational behavior. Van Knippenberg et al. (2007) further found that OID moderates the relationship between POS and withdrawal behavior of employees. Edwards and Peccei (2010) also found that POS is negatively related to turnover intentions through OID. Therefore, based on the above arguments, it can be inferred that feeling of being a part of the organization emanates out of one's perception of being favorably treated by the organization. Hence, it is proposed that:

Hypothesis 2: POS and OID are positively related.

Several constructs, such as leader member exchange (Sluss et al., 2008), job satisfaction (Van Dick et al., 2004), and organizational commitment (Bergami & Bagozzi, 2000), among others, have been linked to OID. Researchers have argued that perceived external prestige is a strong antecedent of OID (Bartels et al., 2007). Smidts (2001, p. 1052) posited that employees who have strong perceived external prestige attempt to be enmeshed with the organization, as it bolsters their self-esteem. Scott and Lane (2000, p. 49) argued that images of the organization, which enhance employees' self-esteem, play a significant role in shaping their identity. Hence, the role of OBSE in OID cannot be ignored. However, researchers (with few exceptions, e.g., Bergami & Bagozzi, 2000) have not tried to link OBSE with OID. Moreover, Bergami and Bagozzi, (2000, p. 560) considered OBSE more from the perspective of "self-worth." They also noted that the conceptualization of OBSE provided by Pierce et al. (1989) places greater emphasis on the satisfaction of employees in their organizations, and the scale (used for this study) developed by them to measure OBSE is in accordance with the above conceptualization. Thus, researchers have not been able to link OBSE, as conceptualized by Pierce et al. (1989), to OID. Nevertheless, it is important to investigate this link because if an employee feels that his/her psychological needs are met by working for an organization and if such fulfilment of needs influences strong identification with the organization, then possibly organizations need to make adequate efforts to highlight the relevance and importance of each role in the organization. Therefore, to address this gap in the literature, it was proposed that:

Hypothesis 3: OBSE is positively related to OID.

In this study, OBSE was conceptualized from the perspective of need satisfaction. It may be argued that when an organization provides support to its employees, it helps them fulfil their need for self-esteem, and the employees whose needs are satisfied by the

organization, may strongly identify themselves with the organization.   Thus, it was hypothesized that:

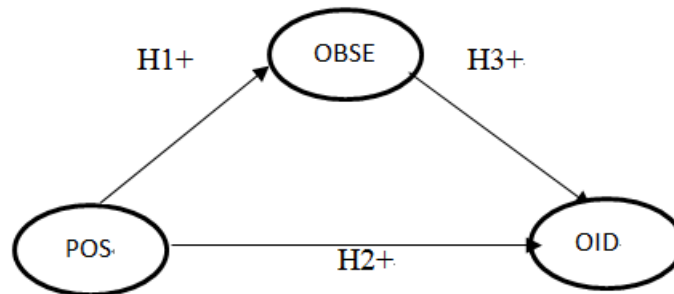Hypothesis 4: OBSE mediates the relationship between POS and OID**.**

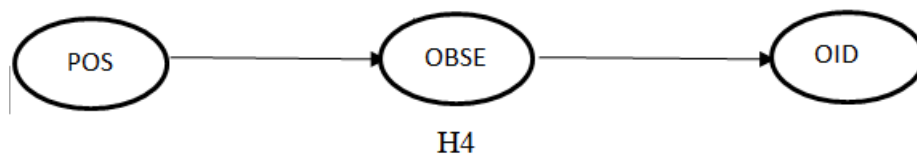Figure 1 Research Model (Direct & Indirect Path)

Figure 2 Research Model (direct path)

METHODOLOGY

The data was collected using established questionnaires administered to employees working in diverse organizations in India recruited via convenience sampling technique. Questionnaires were sent to approximately 500 alumni (including those who attended short courses) of a business school in India who are currently in full time executive positions in various sectors. The list of respondents was obtained from the alumni database of a business school. The responses were collected online after ensuring their complete confidentiality. Overall, 325 responses were complete and useable. The sample profile was analyzed. In the first stage, the means, standard deviations, and correlations among the variables were calculated. In the second stage, the fit of direct and indirect path model (Figure 1) and the indirect model (Figure 2) was tested using structural equation modelling. The data was further analyzed using regression analysis technique. The unit of analysis was individual employees. The scales capturing the data on the variables studied in this paper were section of a questionnaire booklet which contained several other scales. The data was collected over a period of two months.

The details of the scales used are given below:

- Perceived Organizational Support

Shortened version of the scale developed by Eisenberger et al. (1986) was adopted from Fields (2002). The questionnaire consists of 9 items measured on a 5-point scale (1= "strongly disagree" to 5= "strongly agree"). The sample items are, *"The organization strongly considers my goals and values; the organization really cares about my well-being; the organization takes pride in my accomplishments at work"* (Fields 2002, p. 118). The Cronbach's alpha reliability coefficient in the present study was .90.

- Organization Based Self-Esteem

The 10-item scale proposed by Pierce et al. (1989, p. 634) has been used in this study. The 10 items are measured on a 5-point scale (1= "strongly disagree" to 5= "strongly agree"). The sample items are, *"I count around here; there is faith in me around here; I am helpful around here"* (Pierce et al., 1989, p. 634). The Cronbach's alpha reliability coefficient in the present study was .91

- Organizational Identification

The 6-item scale proposed by Mael and Ashforth, (1992, p. 122) was used in this study. The items are measured on a 5-point scale (1= "strongly disagree" to 5= "strongly agree"). The sample items are *"When someone criticizes this organization, it feels like a personal insult; this organization's successes are my successes; if a story in media criticized the organization, I would feel embarrassed"* (Meal & Ashforth, 1992, p. 122). The Cronbach's alpha reliability coefficient in the present study was .78.

ANALYSIS

Almost 40 percent of the respondents were within the age group of 20 to 30 years and 76 percent of them were younger than 40 years of age. The number of female respondents was 75. Work experience of the sample was evenly distributed with little above 50 percent of them having less than 10 years of experience. Nearly one third of the respondents had less than 6 years of experience and more than two thirds- of them had at least 3-year work experience.

Table 1 Descriptive Statistics

	Mean	S.D	Age	Gender	Experience	POS	OBSE	OID
Age	1.92	.94	1					
Gender	1.23	.43	-.16**	1				
Experience	3.95	2.26	.83**	-.14**	1			
POS	3.50	.85	.13*	.00	.13*	(.91)		
OBSE	4.07	.68	.08	.02	.13*	.64**	(.90)	
OID	3.87	.79	.23**	-.01	.21**	.50**	.52**	(.78)

$**P<.01;*p<.05$

Notes: Age group was coded as 1 for 20 to 30 years, 2 for 31 to 40 years…….and 5 for 61 years and above.

Experience was coded as 1 for 1 to 3 years, 2 for 4 to 6 years……and 8 for 20 years and above.

Gender was coded as 1 for male and 2 for female. Numbers in parenthesis are Cronbach alpha

Table 1 shows that age has strong and positive correlations with OID ($r=.23$, $p<.01$) and POS ($r=.13$, $p<.05$). Furthermore, it also shows that experience has strong and positive correlations with OID ($r=.21$, $p<.01$), POS ($r=.13$, $p<.05$), and OBSE ($r=.13$, $p<.05$). Gender had no significant relationship with any of the three variables. POS was found to be strongly related to OBSE ($r =.64$, $p <.01$). The relationship between POS and OID was also significant and positive ($r= .50$, $p<.01$). The relationship between OBSE and OID ($r=.52$, $P < .01$) was found to be equally strong.

In the next stage of analysis, the fit of the direct and indirect effects model and indirect model was examined using structural equation modeling with AMOS.

Table 2 summarizes the factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). Two items with factor loading below 0.50 were dropped. Composite reliability and average variance extracted from all the scales were within acceptable limits (Fornell & Larcker, 1981).   Table 3 & 4 suggest that both models in Fig 1 and 2 are acceptable (Babozzi & Yi, 2012). The fit indices illustrated in Fig 2 and listed in Table 4 revealed that CMIN/DF of 2.01 was within the acceptable limit of 2 (Hooper et al., 2008). Additionally, the GFI and RMSEA were within the recommended levels, specifically, greater than .90 and smaller than .050, respectively (Hoyle, 2011). The CFI at .930 was above the lower cut-off level of .90 (Babozzi & Yi, 2012). Similarly, the fit indices in Fig 1 (given in Table III) with CMIN/DF = 1.96, CFI = .934, GFI = .86, and RMSEA = .055 were acceptable. As both models were acceptable, the full mediation between POS and OID through OBSE may not exist. However, there might be a partial mediation.

Regression analysis was carried out next. First, the POS was regressed on OBSE. The results indicated that POS explained 41% variance in OBSE (B=.643, p<0.001) which is consistent with Hypothesis 1. Further, regression analysis was carried out with OID as the dependent variable. The results of regression analysis are provided in Table 5.

Table 2 Confirmatory Factor Analysis (CFA) Fitting Indices

Factor	Factor Loading	CR	AVE
Perceived Organizational Support			
POS1	.79	0.90	0.53
POS2	.76		
POS3	.76		
POS4	.82		
POS5	.50		
POS6	.77		
POS7	.66		
POS8	.76		
POS9	.71		
Organizational Based Self-Esteem			
OBSE1	.57	0.91	0.51
OBSE2	.68		
OBSE3	.82		
OBSE4	.75		
OBSE5	.73		
OBSE6	.67		
OBSE7	.85		
OBSE8	.74		
OBSE9	.66		
OBSE10	.63		
Organizational Identification			
OID1	.61	0.80	0.51
OID2	.62		
OID3	.80		
OID4	.81		

Table 3 Model Fit Summary (Direct & Indirect Paths)

Indexes	Values
CMIN/DF	1.96
CFI	.934
GFI	.86
RMSEA	.055

Table 4 Model fit summary (indirect path)

Indexes	Values
CMIN/DF	2.01
CFI	.930
GFI	.86
RMSEA	.056

Table 5 Results of regression analysis

Model	Variable	Beta	AR^2	Sig
1	POS	.504	.252	P<.001
2	OBSE	.526	.277	P<.001
3	POS	.283	.324	P<.001
	OBSE	.345		

Dependent variable: OID

Table V shows that in model 1, the independent variable POS predicted the dependent variable OID (B= .504, p< .001), explaining 25% variance. This finding supported the Hypothesis 2. Similarly, OBSE (B= .526, P< .001) was found to explain 27% variance in OID, supporting Hypothesis 3. Since the independent variable (POS) predicted both the dependent variable (OID) (B= .504, p< .001) and the mediating variable (OBSE) (POS) (B= .643, p<0.001) and the mediating variable (OBSE) predicted the dependent variable (OID) (B= .526, p<.001), the conditions (Baron & Kenny, 1986) for mediation were established. In the next stage, both predictor variables, POS and OBSE, were entered stepwise. The result revealed that both the variables jointly explained 32 % variance, indicating that POS and OBSE together predicted OID better than did each of them separately. Moreover, the beta

value of POS dropped from .504 to .283 when both variables (independent as well as mediating) were entered in the model to predict the dependent variable OID. This indicated the presence of mediation (Baron & Kenny, 1986). However, both beta values (.504 as well as .283) were significant ($p<0.001$). Further, the result of Sobel test ($z= 5.36$, $p<0.001$) revealed that OBSE partially mediated the relationship between POS and OID. Thus, the hypothesis 4 received partial support.

DISCUSSION

High POS plays an important role in reducing turnover intentions (Rigglea et al., 2009). Furthermore, the influence of OBSE (Pierce & Gardner, 2004) and OID (Riketta, 2005) on turnover intentions has proved significant. While turnover intention, as an outcome variable, was not considered in this study, the literature provides sufficient evidence to establish the role of POS, OBSE, and OID in influencing turnover intentions and other work attitudes. Though these three constructs have been studied extensively, hardly any studies have investigated them together. Thus, an attempt has been made to study the relationship among these three (POS, OBSE, OID) constructs of mainstream organization behavior together.

The existing literature (Pierce & Gardner, 2004) clearly posits that POS positively influences OBSE. The findings of this study also supported the positive and significant relationship between POS and OBSE, as detailed in Hypothesis 1. This finding indicates that increased support from the organization (example, "The organization takes pride in my accomplishments at work; the organization really cares about my well-being.") (Fields, 2002, p. 118) makes people feel that they are valued and important (example, "I count around here; I am valuable around here.") (Pierce et al., 1989, p. 634). These feelings in turn lead to enhanced self-esteem and thereby higher OBSE.

Hypothesis 2 was also in line with the findings of earlier studies (Sluss et al., 2008). As hypothesized, POS was found to be positively related to OID, indicating that when employees perceive that the organization cares about their well-being and praises their achievements, the sense of belongingness to the organization increases. The feeling of being supported by the organization increases one's cognitive as well as affective bonding with the organization. In other words, when valued by the organization, tendency of oneness with the organization increases.

In accordance with the findings of the earlier studies, POS emerged as a strong antecedent of OBSE (Lee, 2003; McAllister and Bigley, 2002) as well as OID (Sluss, et al., 2008) in the present study. Thus, role of self-esteem derived from the membership of the organization in bolstering the identification of the employees with

the organization cannot be underestimated. Interestingly, not many studies have attempted to link OBSE with OID. Hence, this study aimed to address this gap in the literature by empirically examining the relationship between OBSE and OID, as it would significantly contribute to the literature. Accordingly, it was hypothesized that OBSE would be positively associated with OID (Hypothesis 3). The results supported this proposition, inferring that the more the organization enhances an employee's self-esteem, the stronger his/her ties will be with the organization. This finding was significant, as it provided a strong basis for explaining the relationship between POS and OID. Thus, in this study, it was hypothesized that POS will influence OID through OBSE (Hypothesis 4).

The results of the structural equation modelling and the regression analysis indicated significant partial the mediation effect of OBSE on the relationship between POS and OID. The findings of this study indicated that increased support received from the organization resulted in higher self-esteem, which led to stronger identification with the organization.

MANAGERIAL IMPLICATIONS

Several studies have related OBSE (Bowling, et al., 2010), OID (Riketta, 2005), and POS (Rigglea et al., 2009) to turnover intentions and work attitudes. Thus, understanding the associations among these constructs definitely contributes to deciding on appropriate managerial actions to promote pro-organizational behavior among the employees. The study reiterated that when employees perceived that their organizations provided adequate support to them, they in turn reciprocated by developing strong identification with the organization. Such support further enhanced the self-esteem of the employees. A significant finding of this study was that when an employee's self-esteem was bolstered by being a member of the organization, he/she developed a strong identification with the organization. The results of this study revealed that POS promoted OID through OBSE. These findings, coupled with those of the extant literature suggesting that fairness in the organization promotes POS (Rhoades & Eisenberger, 2002) as well as OBSE (Pierce & Gardner, 2004), have strong implications for the managers. Managers, by promoting fairness in terms of distribution of resources and by treating people well, may go a long way to develop strong organizational identification among the employees. Thus, organizations should make every attempt to create an environment to boost its employees' self-esteem, which would enhance their connection with the organization. This may help reduce employee turnover in the end. The organizations may develop mechanisms to highlight the importance of each role in the organization. This could be done by

recognizing individual efforts, inviting employees to provide suggestions for improvement, encouraging knowledge sharing, and providing adequate autonomy to the employees etc.

LIMITATIONS & DIRECTIONS FOR FUTURE RESEARCH

The above implications could be legitimately drawn from the study. However, certain limitations of the study cannot be overlooked. The study was cross-sectional; hence, causal relationship cannot be established, as the data were collected at one point in time. Thus, in addition to the limited ability to make causal claims, possibilities of a common source bias also exist.

The findings of this study open up a few research questions. As OBSE was found to be partially mediating the relationship between POS and OID, there is possibility that other variables, such as psychological contract, job satisfaction, and others, may also help explain the relationship between POS and OID. The role of variables, such as transformational leadership, leader member exchange, and the like, in moderating the relationship between POS and OID could be explored. Future studies should also explore the abovementioned relationships using longitudinal design. A comparative analysis may also be carried out across different sectors and cultures with regard to the relationship between POS and OID.

CONCLUSION

The study was undertaken to address the relationship between OBSE and OID and to understand the role of OBSE in the relationship of POS with OID. The results have indicated that POS is positively linked to OBSE as well as OID. The study, in its own limited way, contributed to the literature by finding a very strong and positive relationship between OBSE and OID. The study has also revealed that OBSE partially mediates the relationship between POS and OID. The managerial implications drawn from the study emphasize the importance of providing good organizational support to enhance the self-esteem of the employees, thereby leading to a stronger connection of employees with the organization and decreased turnover of employees.

REFERENCES

Ashforth, B. E. & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20-39. http://dx.doi.org/10.5465/AMR.1989.4278999

Babozzi,R.P & Yi,Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of Academy of Marketing Science*, 40(8), 8-34. http://dx.doi.org/10.1007/s11747-011-0278-x

Baron, R. M. & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51(6). 1173-1182. http://dx.doi.org/10.1037/0022-3514.51.6.1173

Bartels, J., Pruyn, A., De Jong, M., & Joustra, I. (2007). Multiple organizational identification levels and the impact of perceived external prestige and communication climate. *Journal of Organizational Behavior*, 28(2). 173-190. http://dx.doi.org/10.1002/job.420

Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, 39(4), 555-577. http://dx.doi.org/10.1348/014466600164633

Besharov, M. L., (2014). The relational ecology of identification: How organizational identification emerges when individuals hold divergent values. *Academy of Management Journal,* 57(5), 1485-1512. http://dx.doi.org/10.5465/amj.2011.0761

Bowling, N. A., Eschleman, K. J., Wang, Q., Kirkendall, C., & Alarcon, G. (2010). A meta-analysis of the predictors and consequences of organization-based self-esteem. *Journal of Occupational and Organizational Psychology*, 83(3), 601-626. http://dx.doi.org/10.1348/096317909X454382

Blau, P. (1964). *Exchange and power in social life*. New York: Wiley

Chattopahyay, P. & George, E. (2001). Examining the effects of work externalization through the lens of social identity theory. *Journal of Applied Psychology*, 86(4), 781-788. http://dx.doi.org/10.1037/0021-9010.86.4.781

Dutton, J. E., Dukerich, J. M., &Harquail, C. V. (1994). Organizational images and member identification. *Administrative science quarterly*, 39(2), 239-263. http://www.jstor.org/stable/2393235

Edwards, M. R., & Peccei, R. (2007). Organizational identification: Development and testing of a conceptually grounded measure. *European Journal of Work and Organizational Psychology*, 16(1), 25-57. http://dx.doi.org/10.1080/13594320601088195

Edwards, M. R., & Peccei, R. (2010). Perceived organizational support, organizational identification, and employee outcomes: Testing a simultaneous multi foci model.

Journal of Personnel Psychology, 9(1), 17-26. http://dx.doi.org/10.1027/1866-5888/a000007

Eisenberger, R.,Huntington, R., Hutchison, S., Sowa, D.(1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. http://dx.doi.org/10.1037/0021-9010.71.3.500

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L., (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology,* 87(3), 565-573. http://dx.doi.org/10.1037/0021-9010.87.3.565

Emerson, R. M., (1976). Social exchange theory. *Annual review of sociology,* 335-362. http://www.jstor.org/stable/2946096

Erickson, R. A., & Roloff, M. E. (2008). Reducing attrition after downsizing: Analyzing the effects of organizational support, supervisor support, and gender on organizational commitment. *International Journal of Organizational Analysis*, 15(1), 35-55. http://dx.doi.org/10.1108/19348830710860147

Fields,D.L.(2002). *Taking the measure of work: A guide to validated scales for organization research and diagnosis.* Sage Publications. http://dx.doi.org/10.4135/9781452231143

Fornell, C., & Larcker, D.F.(1981). Evaluating structural equation models with unobservable and measurement error. Journal of Marketing Research, 18(1), 39-50. http://dx.doi.org/10.2307%2F3151312.

Gardner, D. G., & Pierce, J. L. (1998). Self-Esteem and Self-Efficacy within the Organizational Context: An Empirical Examination. *Group & Organization Management*, 23(1), 48-70. http://dx.doi.org/10.1177/1059601198231004

Gardner, D. G., & Pierce, J. L., (2013). Focus of attention at work and organization-based self-esteem. *Journal of Managerial Psychology,* 28(2), 10-132. http://dx.doi.org/10.1108/02683941311300243

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory. *Applied Psychology,* 50(3), 337-421. http://dx.doi.org/10.1111/1464-0597.00062

Hofstede, G. (2001), *Culture's consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations: Sage,* Thousand Oaks CA

Hooper, D., Coughlan, J. and Mullen, M. R. (2008). Structural Equation Modelling: Guidelines for Determining Model Fit. *The Electronic Journal of Business Research Methods*, 6(1) 53-60. http://arrow.dit.ie/cgi/viewcontent.cgi?article=1001&context=buschmanart

Hoyle, R. H. (2011). Estimation and fit. *In The SAGE Library of Methods in Social and Personality Psychology: Structural equation modeling for social and personality psychology.* (pp. 36-54). London: SAGE Publications Ltd. http://dx.doi.org/10.4135/9781446287965

Lee, J. (2003). An analysis of the antecedents of organization-based self-esteem in two Korean banks. *International Journal of Human Resource Management*, 14(6), 1046-1066. http://dx.doi.org/10.1080/0958519032000106207

Lee, J., & Peccei, R. (2007). Perceived organizational support and affective commitment: the mediating role of organization-based self-esteem in the context of job insecurity. *Journal of Organizational Behavior,* 28(6), 661-685. http://dx.doi.org/10.1002/job.431

Mael, F., &Ashforth, B. E.(1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, 13(2) 103-123. http://dx.doi.org/10.1002/job.4030130202

McAllister, Daniel J. & Bigley, Gregory A. (2002). Work context and the definition of self: How organizational care influences organization-based self-esteem. *Academy of Management Journal*, 45(5), 894-904. http://dx.doi.org/10.2307/3069320

Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75 (2), 224-236. http://dx.doi.org/10.1016/j.jvb.2009.06.002

Pierce, J. L., & Gardner, D. G., (2004), "Self-esteem within the work and organizational context: A review of the organization-based self-esteem literature", *Journal of Management*, 30 (5), pp.591-622. http://dx.doi.org/10.1016/j.jm.2003.10.001

Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition, measurement, and validation. *Academy of Management Journal*, 32 (3) 622-648. http://dx.doi.org/10.2307/256437

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied Psychology*, 87(4), 698-714. http://dx.doi.org/10.1037/0021-9010.87.4.698

Riggle, R. J., Edmondson, D. R., & Hansen, J. D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal of Business Research*, 62(10), 1027-1030. http://dx.doi.org/10.1016/j.jbusres.2008.05.003

Riketta, M., (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior.* 66 (2) 358-384. http://dx.doi.org/10.1016/j.jvb.2004.05.005

Scott, S. G., & Lane, V. R. (2000). A stakeholder approach to organizational identity. *Academy of Management Review*, 25(1), 43-62. http://dx.doi.org/10.5465/AMR.2000.2791602

Sekiguchi, T., Burton, J. P., & Sablynski, C. J., (2008). The role of Job embeddedness on employee performance: The interactive effects with leader member exchange and organization based self-esteem. *Personnel Psychology*, 61(4), 761-792. http://dx.doi.org/10.1111/j.1744-6570.2008.00130.x

Sluss, D. M., Klimchak, M., & Holmes, J. J. (2008). Perceived organizational support as a mediator between relational exchange and organizational identification. *Journal of Vocational Behavior*, 73 (3), 457-464. http://dx.doi.org/10.1016/j.jvb.2008.09.001

Smidts, A., Pruyn, A. T. H., & Van Riel, C. B., (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, 44(5), 1051-1062. http://dx.doi.org/10.2307/3069448

Stinglhamber, Florence Gillis, Céline Teixeira, Cátia P. & Demoulin,Stéphanie, (2013). To be or not to be unionized? A question of organizational support and identification. *Journal of Personnel Psychology*, 12(2), 92-96. http://dx.doi.org/10.1027/1866-5888/a000086

Tang, Thomas Li-Ping & Ibrahim, Abdul Hamid Safwat, (1998). Antecedents of Organizational Citizenship Behavior Revisited: Public Personnel in the United States and the Middle East. *Public Personnel Management*, 27(4), 529-550. http://dx.doi.org/10.1177/009102609802700407

Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., Hauptmeier, M., Höhfeld, C., Moltzen, K. & Tissington, P. A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British Journal of Management*, 15(4), 351-360. http://dx.doi.org/10.1111/j.1467-8551.2004.00424.x

Van Dyne, L. and Pierce, J. L., (2004). Psychological ownership and feelings of possession: three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organization Behavior*, 25(4), 439–459. http://dx.doi.org/10.1002/job.249

Van Knippenberg, D., Van Dick, R. and Tavares, S. (2007). Social Identity and Social Exchange: Identification, Support, and Withdrawal from the Job. *Journal of*

Applied Social Psychology, 37(3), 457–477. http://dx.doi.org/10.1111/j.1559-1816.2007.00168.x

Wiesenfeld, B.M., Brockner,J. & Thibault, V.(2000). Procedural Fairness, managers' self-esteem and managerial behaviors following a layoff. *Organizational Behavior and Human Decision Processes,* 83(1), 1-32. http://dx.doi.org/10.1006/obhd.2000.2894