ABSTRACT

This study investigates how perceived organizational support (POS) impacts the employees' work outcomes in information technology offshoring (ITO) contexts in Sri Lanka and the United Arab Emirates, both collectively and independently. Also, this study endeavours to identify the influence of POS and the scope for its practical application in enhancing work outcomes from the perspective of outsourcees, their employers, and the countries concerned, and to the extent to which the findings can be generalised. The research emphasises theory and interpretation of results, however, the analysis validates, to a great extent, the overarching research question of whether, and how POS impacts on work outcomes in ITO.

The research study adopts a confirmatory factor analysis and structural equation modelling approach. It was based on a sample of 260 responses to 410 online questionnaires (response rate 63%) delivered to employees from 6 companies each in the United Arab Emirates (141 responses) and Sri Lanka (119 responses). Various media were used including Zoho survey and LinkedIn. Targeting was aided by contacts built by the researcher's work experience of ITO both in the United Arab Emirates and Sri Lanka. Where necessary the researcher followed up responses with respondents individually.

The thesis demonstrates how the POS-ITO model was generated from an extensive literature review, and adapted to relatively neglected ITO context in emerging nations. In UAE and Sri Lanka, outsourcing contributes significantly to employees' growth and well-being. The major findings of the research have revealed that, despite ITO organizations adopting organizational support practices for knowledge workers in Sri Lanka and UAE, deep understanding of the impact of POS was missing. This research attempts to extend the understanding of POS and provide a practical and usable ITO model to guide the adoption of POS. The research has revealed that the impact of POS is contingent on contextual demographic and socio-cultural factors.

It is hoped that the thesis will bring greater understanding of POS, and contribute to the investment attractiveness of both the countries involved. Also hopefully, the thesis offers research implications, and recommendations, that will aid future researchers.

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LIST OF ABBREVIATIONS

AMOS   Analysis of a Moment Structures (statistical software)

CFA   Confirmatory Factor Analysis

CFI   Comparative Fit Index

DF   Degree of Freedom

DH   Dirham

EDB   Export Development Board

EFA   Exploratory Factor Analyses

ER   Export Revenue

EUAIGRC   European University Institute and Gulf Research Centre

FO   Felt Obligation

FTE   Full Time Employees

FTZ   Free Trade Zones

GCE (A/L)   General Certificate of Advanced Level

GDP   Gross Domestic Product

GFI   Goodness of Fit Index

H   Hypothesis

IC   Internet City

ICT   Information Communication Technology

IFI   Incremental Fit Indices

IRP   In-Role Performance

IT   Information Technology

ITO   Information Technology Offshoring

JS   Job Satisfaction

KPI   Key Performances Indicators

LOB   Lines Of Business

LTO   Long Term Orientation

LTS   Likert Type Scales

MBO   Management By Objectives

MIS   Management Information System

MRA   Multiple Regression Analysis

NNFI   Non-normed Fit Index

OCB   Organizational Citizenship Behaviour

OF	Organizational Fairness
OST	Organizational Support Theory
PA	Path Analysis
PCA	Principle Component Analysis
PD	Power Distance
PLS	Pay Level Satisfaction
PM	Positive Mood
PMO	Project Management Office
POS	Perceived Organizational Support
POS-ITO	Perceived Organizational Support-Information Technology Offshoring
R	Reverse
RMR	Root Mean Square Residual
RMSEA	Root Mean Squared Approximation of Error of Approximation
ROI	Return on Investment
SD	Standard Deviations
SEM	Structural Equation Modelling
SLASSCOM	Sri Lanka Association of Software and Service Companies
SME	Subject Matter Experts
SPSS	Statistical Package for the Social Sciences
SS	Supervisor Support
TOI	Turnover Intentions
UA	Uncertainty Avoidance
UAE	United Arab Emirates
UK	United Kingdom
USA	United States of America
USD	United States Dollar

DECLARATION

I hereby certify that I am the sole author of this thesis. No portion of this thesis has been previously submitted for another degree or qualifications in any university to the best of my knowledge. The author of this thesis takes the full responsibility for all the content herein contained.

Signature:

Date: 15/03/2021

DEDICATION

This thesis is dedicated to my parents.

ACKNOWLEDGEMENT

First and foremost, I wish to state that my research work on this thesis would not have been accomplished without the mercy of the Almighty, without the constant support of my supervisory team, colleagues and the love and encouragement of my family.

My sincere appreciation goes to my supervisory team namely Professor Robin Matthews, Director of Studies (of London School of Commerce), my supervisor Dr Atta Ur Rahman (of London School of Commerce) and my previous supervisor Dr Ofer Angel for sharing their research knowledge and experience. I am especially grateful for their constant assistance and encouragement throughout the doctoral education. My special appreciation goes to Professor Robin Matthews, who was always instrumental, tolerant and influential in my progressive development of work, and who provided me with the intellectual guidance, mentoring and valuable comments whenever necessary.

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Thanks to the research participants and the managerial executives of the Information Technology Offshoring companies for their support and cooperation. Special thanks to my parents Mohamed Hashim and Bathurun Nisa for imparting knowledge to me. Thanks to my sisters Shamila Hashim, Rusaina Hashim, Uncles Uvaise Mohamed Thammbi and Nasrudeen Sihabdeen for supporting me in various stages of the study. Thanks to my wife Fathima Shifana, son Ibrahim Mohamed Ashmel and my sister-in-law Fathima Rakshana for profound influence, love and support throughout my life. Indeed, I am obligated. Finally, I am indebted to all of those who showed interest and their support specifically my fellow researchers Gardiana Melo and Grace Chizoba Ikwunne.

DECLARATION

This Work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed . ...(Mohamed Ashmel)

Date .... 18th July 2021

STATEMENT 1

This thesis is the result of my own investigations, except where otherwise stated. Wherecorrection services have been used, the extent and nature of the correction is clearly marked in a footnote(s).

Other sources are acknowledged by footnotes giving explicit references. A bibliographyis appended.

Signed .. ..(Mohamed Ashmel)

Date .... 18th July 2021

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CHAPTER ONE
INTRODUCTION

This thesis critically examines how perceived organizational support impacts the employees' work outcomes in two distinct Information Technology Offshoring (ITO) contexts- Sri Lanka and UAE, using a unique POS-ITO model to develop the thesis. Perceived organisational support (POS) is an interdisciplinary theoretical construct that is used extensively in organizational research that integrates organizational psychology, management economics, organizational climate, human resource aspects, socio-cultural and econometrics analysis literature.

POS-ITO model, developed in this thesis is a new approach to objective-development of organizational support to harvest organizational oriented employees' work outcomes. Questionnaire survey data were collected from 260 (out of 410 sent out) information technology workers, who were involved in various types of software application development activities in the offshoring in six corporations (6 companies each in Sri Lanka and UAE), yielding an overall return rate of 63% for the research study. Relatively, gaining 63% of questionnaire responses rate was possible by chasing the questionnaire responses via the LinkedIn small-world professional network regularly.

This chapter attempts to discuss the strategic importance of [1]POS construct (Aselage, and Eisenberger, 2003; Eisenberger et al., 2001; Rhoades and Eisenberger, 2002; Yan, 2015; Lujie, 2018; Sun, 2019; Ayman and Husam, 2019; Barzok and Rezaei, 2017) to [2]ITO organizations for generating adequate, favourable and beneficial employees' work outcomes based on the reciprocity norms (Gouldner, 1960; Aselage and Eisenberger, 2003; Rhoades, and Eisenberger, 2002). Notably, the implications around moderating and mediating mechanisms of POS and its association with the demographic and socio-cultural variables are also summarized (Gyekye and Salminen, 2009; Bartol, 2007). Thus, this research helps to identify how the generic theory of POS could be adapted to a specific and changing context.

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[1]Organizational support theory (Eisenberger, Huntington, Hutchison, and Sowa, 1986; Shore and Shore, 1995) "supposes that to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being"(Rhoades and Eisenberger, 2002, P,698).

1.1 Statement of the Research Problem

In today's context, many ITO businesses continue to struggle to remain sustainable in the global arena (Elmuti, Grunewald and Abebe, 2010; Elia, Caniato, Luzzini and Piscitello, 2014; Novella, Christoph and Malte, 2008; Carmel and Tjia, 2005). This phenomenon influences the organizational leaders, decision-makers and managers to identify the factors which impact the employee-oriented work outcomes. There is a growing significance on understanding employees' work behaviours within ITO organizations and this has shaped a great deal of interest in examining workers perceptions about their organizational support and its impact. The research problem focuses on two leading ITO exporters from emerging economies, Sri Lanka and United Arab Emirates (ICTA, 2006; Jayaweera and Thelijjagoda, 2011; SLASSCOM, 2016; Udawatta and Nanayakkara, 2011; Tholons, 2012; Carmel and Tjia, 2005; Avgerou, 2010; Caniato et al., 2015; Gartner, 2012; Mitra, 2013; Morgan, 2012; Novella, Christoph and Malte, 2008; Stephens, 2009; Trefler, 2005; IRREM, 2019). Still, both economies experience numerous drawbacks in terms of generating organizational oriented employees' work outcomes.

Employees spend considerable hours in their work organizations, thus their work orientation, work behavioural pattern, workers attitude and their relationship with the employers have important cost factor in their career (Aselage and Eisenberger, 2003; Carmel and Tjia, 2005; Emerson, 2013; Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007). Hence, employees association towards their work organization needs significant attention, in organizational research. When [3]IT-Offshoring organizations want to increase organizational performance, the organizational leaders need to be aware of what factors that consistently influence the employees' work outcomes. Ultimately, employees individual work performances determine organizational performance. This phenomenon enabled raising interest in understanding the work behaviours of employees within the ITO organizations.

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[3]Information Technology refers as "information systems type activities that are conducted across industries" (Carmel and Tjia, 2005)

[3] Offshoring is conceptualized as sourcing of strategic activities outside a firm's home country for purposes of serving the home country or global operational requirements (Pisani and Ricart, 2015; Massini and Miozzo, 2010)

The growing significance of understanding work behavioural patterns of employees utilizing POS construct provided an opportunity for the researcher to investigate how the perception of employees about their work organization influences their work orientation, relationship, ultimately the work outcomes (Aselage and Eisenberger, 2003; Bartol, 2007; Kurtessis et al., 2015; Liu, 2004; Rhoades, and Eisenberger, 2002; Riggle, 2007). Because, numerous drawbacks were reported in Sri Lanka's ITO but not limited to poor work performances, employees turnover issues, challenges on retention of skilled workforce and shortcomings in managing employee's work stress (ICTA, 2006).

POS is described as the general perceptions of employees to the degree to which the work organization appraises their work contribution and look-after their well-being (Rhoades and Eisenberger, 2002). The theory suggests that this concept acts as a mediator between the way employees perceive their organization and the extent to which their work actions are aligned with its objectives (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). Further, the theory predicts that to the extent they perceive their Organization's support, employees reciprocate by acting in its interests (Aselage and Eisenberger, 2003; Bartol, 2007).

POS construct has been used as one of the dependable models by the previous researchers to understand the workers' perceptions about their organization and their various tangible and intangible work outcomes (Aselage and Eisenberger, 2003; Eder and Eisenberger, 2007; Eisenberger, Armeli, Rexwinkel and Rhoades, 2001; Eisenberger and Johnes, 2004; Naves and Eisenberger, 2014; Farh, Hackett and Liang, 2007; Hui, Lee and Rousseau, 2004). To date, extensive researches on POS are conducted in developed countries. However, there is a paucity of research about POS and its impact in the context of developing countries (emerging economies). This is unfortunate because recent studies (Gyekye and Salminen, 2009; Brougham and Haar, 2013) suggest that the effect of POS is contingent on demographic and socio-cultural parameters (i.e, refer to chapter 2). To fill this gap in the literature, this research examines how the POS interacts with demographic and socio-cultural factors and compares how these two factors impact on employee work outcomes in Sri Lanka and UAE.

In IT-[4]Offshoring (cost-competitive) employees spend long hours in their work organizations (Bartol, 2007; Elmuti, Grunewald and Abebe, 2010; Rhoades and Eisenberger, 2002). However, the organizational leaders may not know how to consistently show their employees that they are being valued by their organization (Rhoades and Eisenberger, 2002). If employees generate undesirable work outcomes due to managers doing the opposite unknowingly, it becomes a huge cost to the ITO organizations. Because every activity employees carry out in the organization is associated with the cost factor (Aselage and Eisenberger, 2003). Thus, there is a need for employers to implement a viable construct according to the ITO's setting, which consistently generates desirable employees' work outcomes and to signal employees that they are being valued (Aselage and Eisenberger, 2003; Gyekye and Salminen, 2009).

The global demand for IT services and spending was United States Dollar (USD) 1000 billion in 2016. The global industry was poised to reach about USD 1.2 trillion by 2018 (Gartner, 2012). Sri Lanka ITO is poised to achieve USD 5 billion in Export Revenue (ER) and creating 200,000 direct and indirect employment opportunities by 2022 (SLASSCOM, 2016; Brahmanage and Weerasekera, 2011). UAE's IT market is to reach Dirham (AED) 22 billion by 2020 (Dubai Chamber, 2019). Arguably, given the present state of affairs, predicted revenue potential and the promising growth in employments in ITO, enables firms to focus on developing work mechanisms to harvest organizational oriented employees' work outcomes to remain profitable. To date, limited researches have been conducted on POS and how it influences [5]knowledge workers' (ITO employees) behavioural work outcomes, in emerging economies.

Organizations offer various tangible and intangible support practices (antecedents of POS) in order to develop a positive perception among employees (Rhoades and Eisenberger, 2002). Thus, ITO organizations need to determine what type of antecedents (latent variables or factors) of organizational support lead to directly contributing to the employees' perceived

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[4] The word "offshore" has taken a new meaning. It is understood by many of its business users to mean the shifting of tasks to low-cost nations, rather than to any destination outside the country. Low-cost nations are those that fall into the economic grouping of "developing nations" or "emerging nations (Carmel and Tjia, 2005).

[5]The technologists have to be treated as knowledge workers. No matter how important the manual part of their work "The most valuable asset of a 21st-century institution (whether business or non-business) will be its knowledge workers and their productivity" (Drucker, 1999).

organizational support, so that they can be selective in investing in employees. According to (Rhoades and Eisenberger, 2002) employees seek support from their organizations through distinguished means in order to carry out their job effectively, as supported employees might use their knowledge and skills to an optimum level to be beneficial to their organization. As long as employees' expectations are satisfied by the organizations to an adequate level, they work more, willing to face challenges, take the risk and prepared to help their organization in unfavourable situations (Bartol, 2007; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002).

The ITO world is becoming more interconnected than ever before. Standardisation of critical success factors such as cost reduction, efficiency and quality improvements transform the employees as the most valuable asset or the differentiator (Drucker, 1999, 2006; Elmuti, Grunewald and Abebe, 2010; Carmel and Tjia, 2005). ITO workers play a vital role in terms of generating revenue for their companies to remain sustainable. Because, ITO is substantially a service-driven industry, the employees are directly related to the revenue needs of the organization to survive and sustain, in the form of billable resources (Carmel and Tjia, 2005). However, due to demanding industry competition, ITO companies are increasingly investing in adopting new technologies, business innovations and process maturity (Elmuti, Grunewald and Abebe, 2010). Relatively less emphasis is given to understand the behavioural pattern of the ITO's most valuable assets, the human resource (Drucker, 1999; 2006; Tsai, 2013).

ITO organizations prioritize and track operational effectiveness via Key Performances Indicators (KPI) (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010; SLASSCOM, 2016). Whereas, the researcher speculates that limited emphasis is given towards the human aspects though certain researchers view the human resource as the most valuable asset of ITO organization (Carmel and Tjia, 2005; Drucker, 1999). It is unlikely that ITO organizations utilize POS-based models to generate organizational oriented employees' work outcomes (Aselage and Eisenberger, 200; Eder and Eisenberger, 2007; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). However, there is a critical need to prioritise and promote the POS to generate dependable employees' work outcomes.

In ITO, most of the IT projects are believed to be performed via global teams (Carmel and Tjia, 2005; SLASSCOM, 2016).The workforce diversity in a global team is

inevitable (Gupta, 2014; Esty, Griffin and Schorr-Hirsh, 1995). Employees work from different geographical locations for one project as a global team (Carmel and Tjia, 2005). Global team members represent unique demographic and socio-cultural settings. Hence, workers individual perceptions about their organizations need managing. Most of the IT projects such as application development, production support, contact centre support, customer relationship management are carried out using global teams primarily due to cost-competitive advantages (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010; SLASSCOM, 2016). But the challenge here is that arguably the project management leaders are asked to generate adequate employee work outcomes, without giving much emphasis on organizational support in multiple contexts (Gyekye and Salminen, 2009; Brougham and Haar, 2013).

ITO industry is worth for research as it becomes strategically important for emerging economies and it plays a significant role in determining the growth of Gross Domestic Product (GDP). Specifically, the ITO industry in Sri Lanka continues to be one of the key drivers of economic growth. It was the sixth-largest exporter in the year 2010 (Sivalogathasan and Xiaobo, 2013) and targeted to become a two-billion-dollar industry by 2020 (SLASSCOM, 2018). Likewise, UAE is viewed as the global hub of ITO in the Middle East due to its proximity to Asia and Europe, operating as a bridge linking the core offshore workforce in Asia and their clients in the West (Gartner, 2012; Charara, 2004). Further, the UAE is seen, as the ITO project management hub because of the cost of setting up offices in UAE is less costly than setting up offices in the West. The ITO industry attractiveness of the Middle East and Africa is expected to reach twenty-three billion dollars by 2020 (Dubai Chamber, 2019; Dresch and Piscatori, 2005).

The idea of implementing POS-based practices, according to the ITO climate, integrates at least three distinct concepts. It contains (a) concept of various antecedents of POS, (b) POS itself, (c) individual work outcomes and (d) the outlying demographic and socio-cultural settings. However, the vital aspect here is the integration (association) between the POS and individual employees' work outcomes. The significance of investigating POS in an integrated approach with other viable constructs provide much needed empirical directions for recognizing and conceptualising a POS base framework relevant to ITO (POS-ITO model). Organizational variables such as antecedents of POS, POS itself and the outcome variables can provide empirical guidance for revamping ITO work practices to enhance the

existing capacity of the overall employees' work outcomes (Aselage and Eisenberger, 2003; Bartol, 2007; Liu, 2004). On this basis, this research on ITO industries in Sri Lanka and UAE adds value by suggesting a unique way of empirically improving the employees work outcomes (Sivalogathasan and Ashmel, 2014)

Also, the research study has filled the existing research paucity about how the knowledge workers perceive organizational support, in turn, how POS leads to impact the employees' work outcomes such as job satisfaction (Emerson, 2013; Zhou and George, 2001), organizational citizenship behaviour (Lee and Allen, 2002; Blakely, Andrews and Fuller 2003; Lambert, 2000), work performance (Bartol, 2007; Podsakoff and MacKenzie, 1994), positive mood (Watson et al.'s 1988) and turnover intention (Brashear et al., 2003; Maertz et al., 2007).

1.2 Contribution of the Research

This dissertation aims to formulate and test an empirical model that integrates the POS construct with various work-related behaviours and attitudes, to measure their direct and indirect influences on knowledge workers' work outcomes. The ultimate objective of this research study has been to critically assess how knowledge workers' perceptions about the work organization (via organizational fairness, supervisor support and pay level satisfaction) impact their work outcomes (work-related behaviour and attitude). Thus, the research study has both the theoretical and practical significance and relevance to the ITO.

Theoretically, the researcher sheds light on about the application of the generic POS theory and other relevant constructs closely associated with it, but via an integrated approach (i.e, POS-ITO model). The basic theme of the integrated POS model is that various work outcomes and control variables linked with the POS construct is a crucial element for generating organization-oriented employees' work outcomes (Eisenberger, Huntington, Hutchison and Sowa, 1986; Shore and Shore, 1995) limited to Job Satisfaction (JS), In-Role Performance (IRP), Organization Citizenship Behaviour (OCB), Positive Mood (PM) and Turnover Intention (TI). This research significantly contributes to the ITO via following avenues.

First, by collecting primary data in two distinct socio-cultural settings (Sri Lanka and UAE) the researcher tested and compared the illustration of the conceptual model in two different contexts (Stephan and Dirk, 2010). The differences and similarities about how organizational support is formulated and to what extent POS impacted the work outcomes were validated using fresh ITO data (Bartol, 2007; Kothari, 2008; Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007). The data utilized for the proposed analysis provided a fundamental basis to derive the POS-ITO model. This could be viewed as the most prioritized value addition (i.e see chapter 7).

Second, this research has validated the robustness of the POS construct (Rhoades and Eisenberger, 2002; Huntington and Sowa, 1986; Shore and Shore,1995) in distinct organizational conditions (comparative study). The researcher utilized the POS constructs to determine its moderating and mediating mechanisms among the ITO workers by integrating various individual work behavioural patterns of knowledge workers (Aloysius, 2011; Bartol, 2007; Eisenberger, 2002; Farh, Hackett and Liang, 2007; Kurtessis et al., 2015). Besides, the generated POS-ITO model is based on (a) CFA, with categories of observable variables and latent factors, derived from academic literature, and specified in the context of Sri Lanka and UAE which in turn are used to generate (b) SEM to test empirically the impact of POS on employee work outcomes in ITO in Sri Lanka and UAE, independently and comparatively. Thus, this dissertation arguably has made a significant theoretical contribution to the ITO (Whetten, 1989; Burnett et al., 2015).

Third, the researcher proposed a practical, workable model for adopting and implementing POS-based practices in ITO organization. Thus, the findings of this research would provide evidence and demonstrate how and why organizations can enhance the existing level of organizational support offered to the knowledge workers to stimulate work performances (Drucker, 1999, 2006; Rhoades and Eisenberger, 2002). Arguably, POS is viewed as a subset of building organizational capabilities in organizational literature (Aselage and Eisenberger 2003, Colakoglu, Culha and Atay, 2010; Gyekye and Salminen 2009, Krishnan 2012, Eisenberger and Johnes 2004, Kurtessis 2015, Muhammad, 2014, Rhoades and Eisenberger 2002). Hence, the researcher believes that the presented POS-ITO theoretical model is applicable, user-friendly and workable by providing an empirical platform to build organization-workers centric capabilities.

Fourth, the research participants of this research study were IT professionals. Investigating the perception of these knowledge workers, who work under a demanding work environment, enabled the researcher to offer reliable wisdom on how to generate desirable work performances by utilizing supportive perception. In the globalized offshoring economies, the ITO workers are viewed as the greatest asset, specifically as a primary source of building competitive advantage for many firms, indeed to a nation (Carmel and Tjia, 2005; Drucker, 1999). This research also provides constructive suggestions for managing knowledge workers' perceptions objectively within demanding ITO work environment (Drucker, 1999, 2006).

Fifth, ITO is critical to the emerging economy of Sri Lanka. It has a substantial impact on the country's GDP. Sri Lanka's ITO industry was the sixth-largest exporter in the year 2010 (WU and Sivalogathasan, 2013), and targeted to become a billion-dollar industry by 2015 (SLASSCOM, 2014). UAE is seen as the global hub for ITO in the Middle East (Gartner, 2012). Limited researches were conducted in emerging economies about POS and how it interacts with the demographic and socio-cultural factors.

Sixth, the researcher speculates that this research proposes a new approach by prioritising data collection via online (i.e., see chapter four), in two distinct ITO industries in evolving economies. It also validates the association of knowledge workers' work relationships via CFA and SEM. Therefore, this unique approach also could be perceived as a valuable contribution. Finally, this research provides recommendations about how the POS-ITO model could be adapted to a changing context; it opens avenues for normative recommendations by disclosing the limitations and motivates further researches. The next subsections discuss the key research questions, aim of the research and objectives. Is

1.2.1   Research Questions

The overarching research question is a comparative investigation as to how POS impacts the employees' work outcomes in ITO contexts that may be sensitive to the socio-cultural settings, for example, Sri Lanka and UAE.

To address this key research question the following sub- questions were examined.

Research Question 1: How is the organizational support perceived in ITO industries of Sri Lanka and the United Arab Emirates?

Research Question 2: What is the impact of POS on employee work outcomes in ITO industries of Sri Lanka and the United Arab Emirates?

Research Question 3: Do differences exist between the two the ITO industries of Sri Lanka and the United Arab Emirates?

Both the primary and secondary research questions also aim at checking the robustness of existing literature on POS. In other words, do my findings confirm the literature as I examine them in new contexts?

To answer the questions cited above I propose a new conceptual model; POS-ITO, based on structural equation modelling (SEM). SEM is a robust statistical technique for demonstrating, estimating, testing and validating complex relationships between measured variables and latent constructs (MacCallum and Austin, 2000). Analysing the data of ITO workers and interpreting results can be challenging and multifaceted. It is important to highlight the prerequisites to SEM.

SEM is a fairly complex method incorporating a number of tools itemised in the diagram below (Boomsma, 2000).
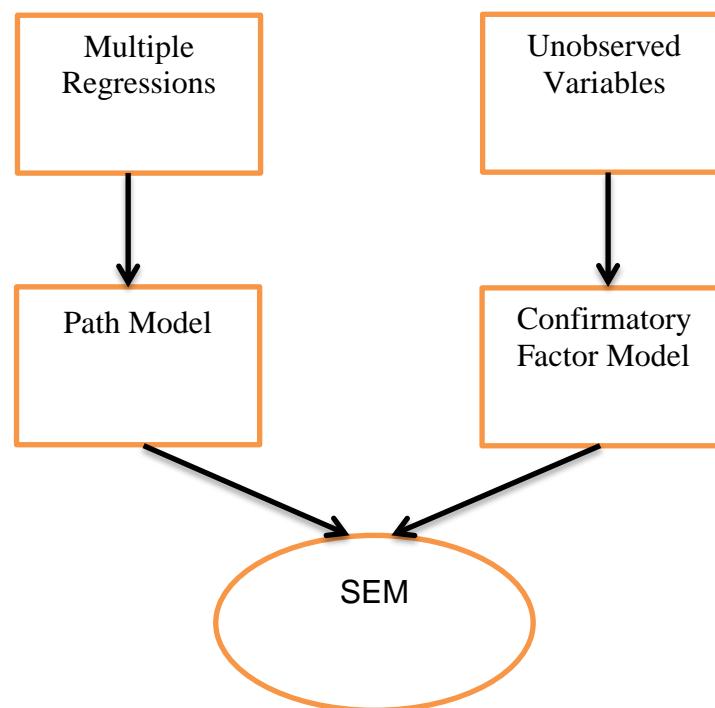
Figure 1 Exhibits the prerequisites to SEM, source (Mustafa Emre Civel, 2018).

As stated, the researcher captured the factor loadings in measurements models in sections 4.5.1.1 and 4.5.1.2, the path models are specified in the section 5.3.2, confirmatory factor analysis is examined in the section 5.3.1 and SEM equations are stated in sections 4.5.1.1.1 and 4.5.1.2.1.

The purpose of adopting CFA is to examine the robustness of the POS construct used in previous studies. In the POS-ITO model (i.e see page 171) the researcher has captured the extent to which POS impacts the employees work outcomes; strongly or weakly?

Further, the researcher has examined the influence of POS on employees work outcomes using smaller models to interpret whether the results are significantly different from the generalised POS-ITO model.

The analysis of quantitative data reveals differences in the two contexts. Influences differ in that Sri Lanka ITO is a relatively low wage area in comparison to the UAE, hence responses from Sri Lanka prioritise the importance of rates of pay, whereas the UAE's wage rate being higher, responses tended to emphasise fairness. The next subsections describe consecutively the aim of the research study and its decomposed objectives.

1.2.2 Research Aim

The aim of the thesis is to undertake a comparative study by applying the concept of POS to Information Technology Offshoring (ITO) in Sri Lanka and UAE, using Structural Equation Modelling (SEM) based on Confirmatory Factor Analysis (CFA).

The purpose of the thesis is to examine the perceptions of organization support (POS) by ITO workers in Sri Lanka and UAE. The ITO workers perceptions are loaded, tested and interpreted using SEM, and related techniques (i.e see figure 1). The researcher has chosen the CFA, not the EFA based on the robustness and the applicability of the existing SEM literature. Meaning, the CFA is a specific type of SEM that associates specifically with measurement models (i.e measurement models I and II); that is, the statistical relationship between observables and the latent variables, which is exactly the aim of this research. Further, the CFA offers a more parsimonious perspective of the covariance among a set of observables (indicator variables). CFA also specifies the pattern of the factor loading via as

well as the other parameters (covariance of the factor loading). Previous researchers have also indicated that unlike EFA, the CFA entails strong empirical foundation to examine and control the factor models. On this basis, CFA is selected to verify the number of underlying indicators of antecedents, POS itself and outcomes of POS.

The purposive sample (homogenous sample) comprises six ITO companies each from Sri Lanka and UAE, where the research participants were involved in various types of IT-related work (i.e software design, development and quality assurance). The purposive sample of this research is quite big, it eliminates possible biasness, enables the researcher to select the research participants according to the need of the study. Further, the purposive sampling approach allows the researcher to focus on the specific contextual characteristic of the population and that are of interest.

As stated, in this research the researcher has selected informant (ITO workers) based on their ability to clarify a specific organizational phenomenon-how POS impact the employees' work outcomes in two distinct ITO contexts (knowledge about the research study and population). The ITO workers' key characteristics are described using a range of different characteristics such as age, gender, civil status, educational qualification, tenure, language and religion for comparative analysis purposes.

Suggestions for the future research may well be alternative methods for SEM taking random sample approach-controlled route (i.e, please refer section 7.5). Relatively, this task would require the deepest statistical analysis.

1.2.2.1 Research Objectives

To address the principal research question and the aim, the following objectives are perused.

Objective Number 1: To review the existing literature critically, focusing on the concept of POS in the light of socio-cultural and demographic parameters and to assess the significance of the existing literature to the ITO industries in Sri Lanka and the UAE.

Objective Number 2: To study the relationship between the factors that influence POS

(antecedents of POS; organizational fairness, supervisor support and pay level satisfaction) and POS itself, comparing the situation in Sri Lanka and UAE by using SEM.

Objective Number 3: To examine critically how POS impacts the employees' work outcomes (consequences of POS) such as job satisfaction, positive mood, In-role performance, Organizational citizenship behaviour and turnover intention, comparing the situation by using SEM in Sri Lanka and UAE.

Objective Number 4: To assess the extent to which unique organizational conditions influence POS in emerging economies, specifically in Sri Lanka and UAE in IT- offshoring industry by using SEM.

Objective Number 5: To provide recommendations to subject matter experts (SMEs) and organizational leaders, enabling them to promote the use of POS to improve employee work outcomes within the ITO sectors in Sri Lanka and UAE. This is the most important objective as far as this research is concerned.

1.3 Limitations of the Research

In relation to opportunities for post-doctoral research noted above, I have identified some limitations. It is important to explicitly state the limitations and degree of risk associated with this research. These associated limitations lay the foundations for future research. First, there might be arguments pertaining to how the constructs were measured because the significance of the factors impacts the model fit (i.e see section 7.4 managerial implications). Second, the researcher collected data only among ITO professionals, within six companies in Sri Lanka and six companies in the UAE. Third, the researcher gained only 260-research questionnaire responses via online. Thus, the research findings are also within those responses' limitations.

Fourth, though the research is designed to diminish possible defects generated from a conventional paper-based environment, other imaginable defects associated with the multiple data collection mechanism and sources, a potential disadvantage (trade-off) is that it restricts

the observed inconsistencies (variances) experienced by a researcher in field research or has a very limited say on external validity (Liu, 2004; Miles and Huberman, 1994; Riggle, 2007; Suhr, 2008). Thus, the researcher speculates that the future researchers should be proactive in terms of generalizing the proposed research findings to other types of workers, organizations and industries.

Another important limitation of the research is that this study is designed as a cross-sectional analysis. Thus, the necessary data were collected at once, at a specific point in time. Besides, data responses were collected objectively and measured utilizing survey measurement. The collected data is comprised of variables related to attitude; perception and work behavioural pattern, thus those are part of the proposed conceptual framework. Nonetheless, the researcher validated that research findings generally support the hypothesized model despite there could be a constructive alternative explanation for the proposed research findings. Finally, yet importantly, some of the ITO workers were not able to respond to the research questionnaire; they were bound not to respond as part of the contract compliance policies imposed by their clients. Hence, the target sample also includes this specific limitation. There were fourteen incomplete questionnaire responses and those were not taken in to the data analysis.

1.4 Research Process

The below-incorporated diagram explains the overall research process (describes the key elements of research phases) and strategic activities involved in each stage (adapted from Hoy and Adams, 2016; Williams and Monge, 2001).
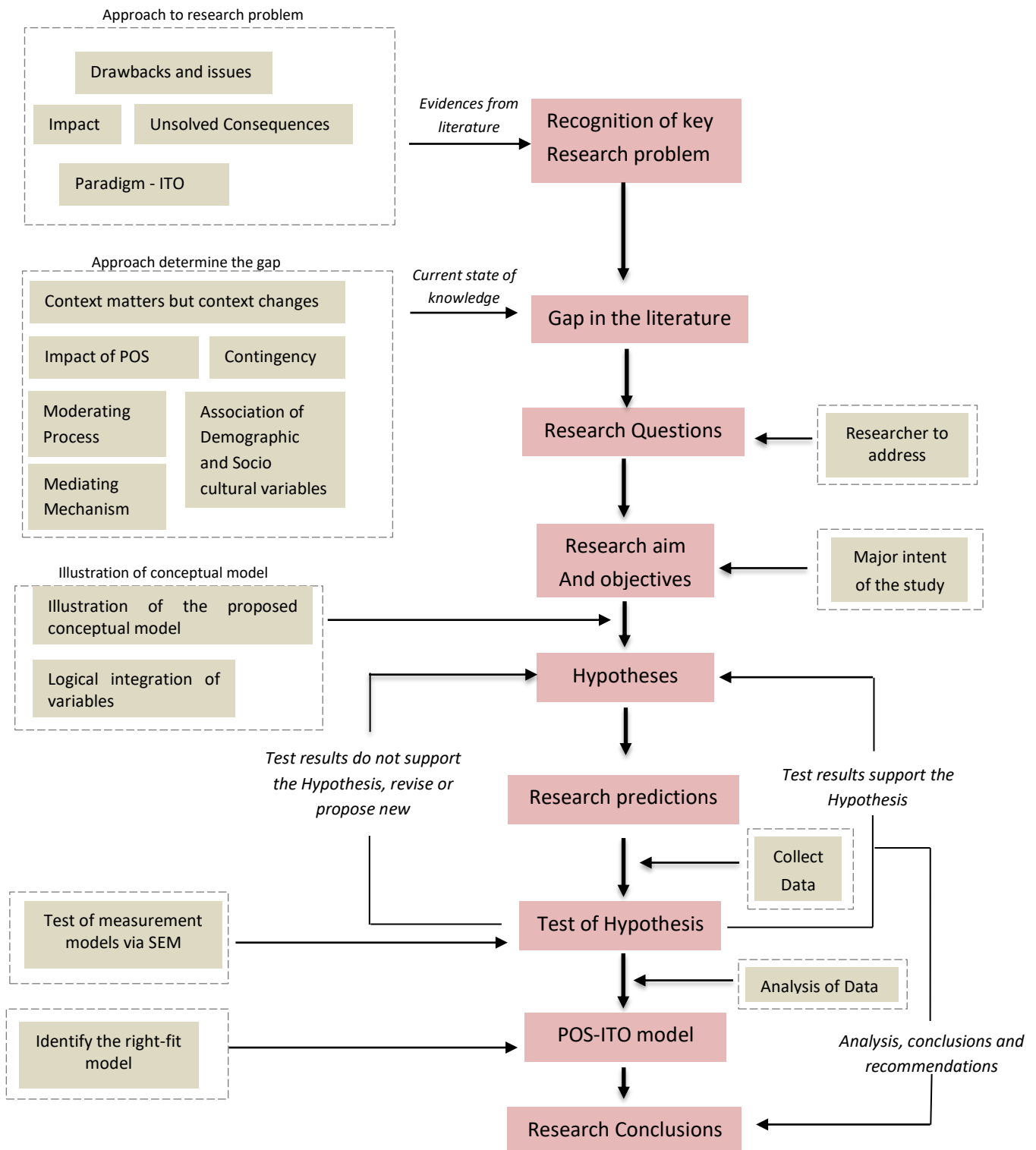
Figure 2 Demonstrates the Research Road Map of this Comparative Study

1.4.1 Fundamental Model

The fundamental model gives rise to a number of propositions/hypotheses. The model also clarifies the logic of the research. It draws on the existing literature and attempts to explain the research findings, through (a) parameters estimated by the conceptual model, (b) some follow up into interviews, (c) and the experience of the researcher who had worked approximately twelve years in Sri Lanka ITO. Thus the research offers a new perspective on the phenomenon of POS, which is important for the information technology revolution worldwide. ITO has proved to be significant in the evolution of the industry and it is likely to be even more significant in the future.
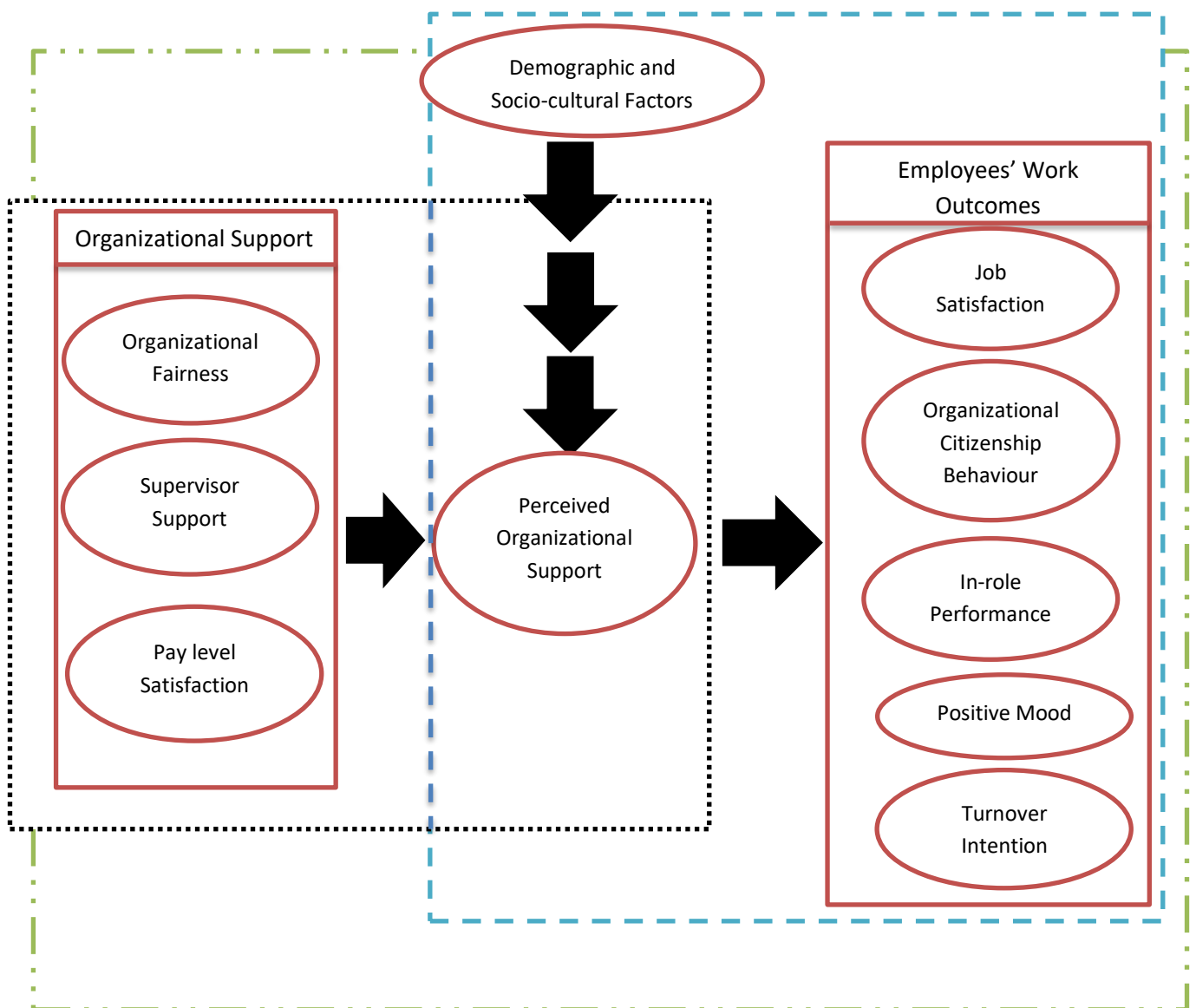
Figure 3 Exhibits the Fundamental Model

······ *Factor Model*

- - - - *Transition from factor model to SEM*

─ ·· ─ *SEM*

The fundamental model describes that organizations signal employees organizational support via the antecedents of support (OF, SS and PLS) as far as the proposed research is concerned. Employees form a general perception (POS) as they experience organizational support. The model describes POS acting as the proxy between the antecedents of POS and employees' work outcomes. The close association of the demographic and socio-cultural variables (moderation) changes the ultimate impact of POS on workers work behavioural pattern, attitude and their work performance (adapted based on the previous models inherited by (Bartol, 2007; Liu, 2004; Riggle, 2007).

In the researcher's perspective, the derived fundamental model encapsulates,
- Latent variables (variables that are not directly-measured)
- Measured variables (variables that are directly-measured)
- And the relationship among the variables (correlations, covariance, direct and indirect effects).

As stated, the fundamental model leads to build a more complex model (collective statistical statements among variables) and path diagrams (pictorial representation of POS-ITO model) consecutively in chapters 4 and 5 (see diagrams above, and Suhr, 2006).

1.4.2 Proposed Research Outcomes

Arguably, the most alluring characteristic of a research thesis is the actual research outcomes for a reader. However, the research must reveal what could be anticipated in the thesis, in the introduction itself, to capture the readers' attention. This stance is viewed as the "orientating devises" when formulating a thesis (Dunleavy, 2015). The below-incorporated table captures the proposed key research outcomes, adapted from (Neuman, 2000 and 2003; Cresswell, 2002; Guba, 1990; Blaikie and Priest, 2019).

Key Elements	Outcomes of the Proposed Research
Nature of the Reality	Objectively develop and test a 'POS-ITO' model that optimises the knowledge workers work outcomes that are sensitive to particular contexts of Sri Lanka and UAE.
Hypothesis Testing	Hypotheses are purposeful and objectively formed prior to the study, focusing on moderating and the mediating mechanisms of POS.
Research Design Approach	Cross-sectional, objective and comparative study. Well planned and focuses on Perspective.
The Role of Value Approach	Make every attempt to be a transparent, value-free or natural enquiry or neutral.
Context	Independent of the context but purposeful (Sri Lanka and UAE).
Epistemological Stance	Etiological- the researcher is interested in why things happen.
Researchers' Role	Emphasis on understanding the differences.
Study Orientation	Particularistic; studies the elements of POS, the impact of POS, moderation and the mediation mechanisms via measurable.
Research Focus	Variables and the integrated approach.
Research Basis	Reliability is based on the facts derived via the data.
Sampling	Representative.
Replication	Standard procedure and the replications are assumed.
Data Collections	In the form of responses, quantifiable via numbers or expression.
Data Analysis Approach	Statistical approach within the SEM framework
Interpretation Approach	Performs using statistics or tabular format or chart. The emphasis is on how and why they relate to the proposed hypotheses prior to the study. The Constructive development of the conclusions based upon the data; clarity is based upon interpreting numerical data.
Reporting	Extensively numerical and integrated. However, the description is given to express logical outcomes.

Table 1 Illustrates The Key Research Outcomes.

1.4.3 Standard Descriptions of the Research

Researchers' beliefs, assumptions and standard descriptions regulate the shape and the epistemological stance of research studies they undertake (Kirkwood and Price, 2013; Seeber, 2013; Simon and Goes, 2013). The researcher speculates that key descriptions of the researches that determine the epistemological position limits the scope of inquiry, analysis and findings. Standard research descriptions in organizational researches have been described as 'self-evident truth'(Leedy and Ormrod, 2015), factors that are closely associated with researches, remain beyond the control of the researcher to a certain level, non-existence of those assumptions would enable researches to become irrelevant (Leedy and Ormrod, 2015; Simon and Goes, 2013).

In research, it is critical that the researcher sheds light on and create visibility to others about what researchers assume to be factual about their research studies (Leedy and Ormrod, 2015; Orlikowski and Baroudi, 1991; Simon and Goes, 2013). Descriptions are also important to justify the quality of the research study because the ideas of what researchers assume are fundamental to the presence of the research studies.

Thus, standard descriptions are vital to research. As stated, the research also deals with numerous underlying standard descriptions, in distinct phases, as below incorporated.

Description Number 1: The Hypotheses involve predictions in the proposed research fit and synchronize with the data.

Description Number 2: The impact of POS investigated in the ITO phenomenon is a valid and predictable one.

Description Number 3: Predicted cause and effect relationships in the proposed conceptual Model accounts for the employer-employee work relationships observed in the ITO phenomenon.

Description Number 4: The research participants taking part in this proposed study are competent to provide genuine responses.

Description Number 5: The sample selected for the proposed research is realistic, it would generate sufficient and various responses to formulate a comparative analysis.

Description Number 6: The questionnaire contains sufficient and accurate factors to reliably measure the variables that were under the investigation in this research.

1.5 The Domain of Information Technology Offshoring

As of today, offshoring-information technology work is viewed as a breakthrough in the history of global economics (Trefler, 2005; Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). The ITO experts argue that there is no one factor which built this unique phenomenon-offshoring IT (Carmel and Tjia, 2005; SLASSCOM, 2016). Instead, there are about six principal forces (critical success factors) converged together, as depicted in figure 3 (adapted from Carmel and Tjia 2005).
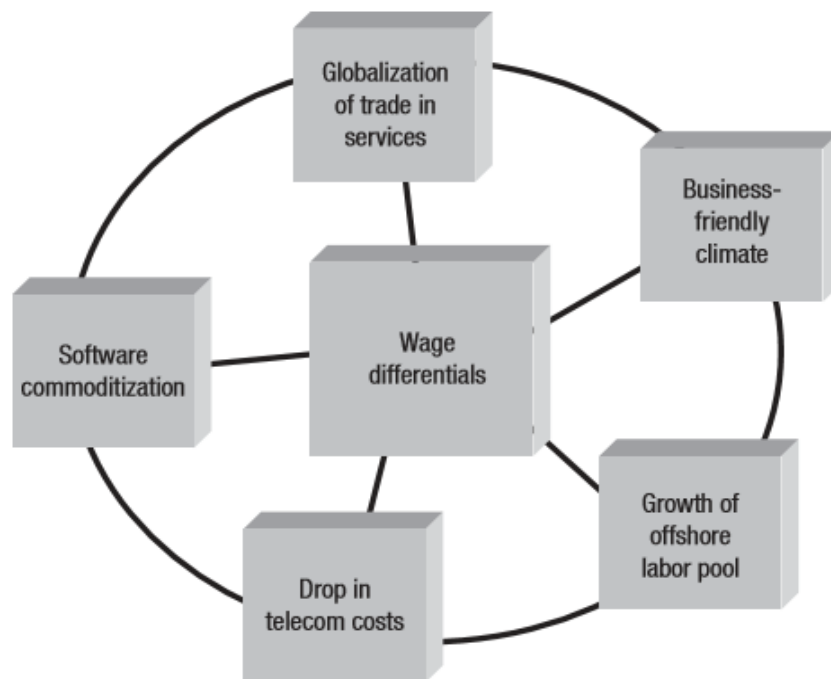
Figure 4 Demonstrates the Economic, Business and Technology Forces of Offshoring (Carmel and Tjia, 2005)

As indicated, the ITO is part of a global economy and larger phenomenon of [6]distributed business, while much is described and anticipated about globalized work in general, there is a scarcity about the body of knowledge about IT offshoring, specifically about the structured phenomenon (Carmel and Tjia, 2005). These transformational principal forces of industry shape the modern days' global Offshoring landscape.

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[6]Companies in the wealthy industrialized nations are dazzled by offshore programmers' low wages. Since cost savings are the dominant reason for offshoring (Carmel and Tjia, 2005).

The ITO gained economic prominence primarily due to pursuit of low-cost structure and the ability to access a global resource pool (Carmel and Tjia, 2005 Elmuti, Grunewald and Abebe, 2010). Many of the global multinationals began to leverage the offshore IT (cost advantage locations with accessible labour pool) either through their subsidiary or from the third party suppliers (Carmel and Tjia, 2005). Even though the offshore could be typically described as anything other than the home country, as of today, it is understood that many ITO businesses are shifting their core and no-core tasks to the low-cost nation rather than to any foreign countries. This is one of the reasons why most of the lower-cost nations are developing nations having emerging economies (Elmuti, Grunewald and Abebe, 2010; Jayaweera and Thelijjagoda 2011, Carmel and Tjia, 2005).

In terms of the business process, ITO is described as an act of outsourcing (subcontracting) IT business processes to a company's subsidiary or third parties with the responsibility of running a business process that would be conducted otherwise internally (Elmuti, Grunewald and Abebe, 2010; Jayaweera and Thelijjagoda, 2011; Carmel and Tjia, 2000; Marin, 2006). It should be noted that the receivers (ITO organizations) of the outsourced work are also an independent legal entity operating on their profit and loss account (Davison, 2007).

As described by the offshoring scholars the companies who send (onshore) the work are typically located in the West because of the spending ability whereas the companies receive the work (offshore) are located primarily in Asia and the Middle East due to lean cost structure and skilled labour pool. Hence, offshoring became a viable mode of conducting business primarily due to companies in the West (onshore) beginning to experience the substantial cost savings in their IT works. Previous research was conducted in offshoring indicates that a large multinational (onshore) spent about 10–20 million USD per year and gained cost savings about 15% to 40% (Carmel and Tjia, 2005).

1.5.1 Common Division of Onshore and Offshore

Arguably, the offshoring is not new as we recognize that the [7]global ITO landscape has witnessed matured Lines Of Business (LOB) (Elmuti, Grunewald and Abebe, 2010). As of today, primary consumers of the offshored IT related works are the industrialised nations such as the USA, UK and Germany (Carmel and Tjia, 2005; Sengupta, 2014). A worthwhile way to understand the context of ITO is to interpret (a) the spending ability of the principal consumers of the west on ITO work and (b) the ability to deliver offshored work of the offshored destinations.

Managing IT related services in offshore is viewed as a management competency (Carmel and Tjia, 2005; Toit 2014), [8]a strategic necessity to conduct business worldwide. Offshoring scholars call it as 'offshore or die' (Yu and Levy, 2010). The offshoring scholars believe that anything can be done in offshore except when you are developing anything new (Carmel and Tjia 2005; Elmuti, Grunewald and Abebe, 2010). As of today, the ITO employees are directly linked to the firm's revenue in the form of Billable Resources (BR) in their projects, in distinct phases (Carmel and Tjia, 2005; du Toit, 2014). Thus, it is critical to examine what type of activities best fit offshore. Offshoring SMEs indicate that the project phases such as design, coding, testing and maintenances of IT services can be done in offshore, as incorporated in diagram 4 (adapted from Carmel and Tjia, 2005).
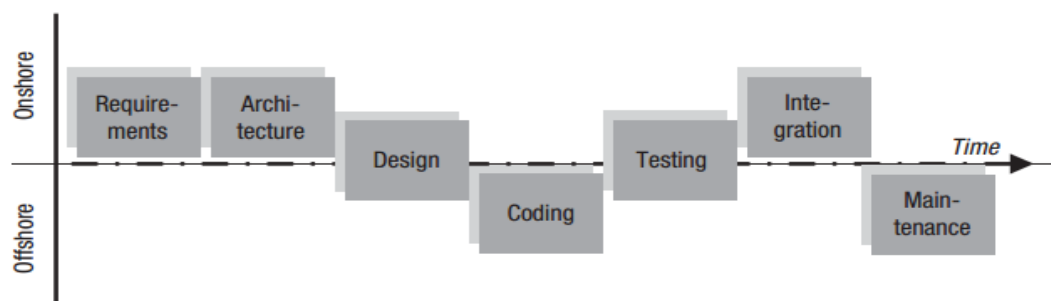
Figure 5 Represents the Common Division of Onshore/Offshore Phases (Carmel and Tjia, 2005)

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[7]The term is also used to refer to several control situations, ranging from international sourcing and purchasing (Kotabe, 1990) and external to the firm's boundaries (so-called offshore outsourcing), to the operation of wholly-owned operations, i.e. offshore activities located within the firm's boundaries, so-called captive offshoring (Mudambi and Venzin, 2010).

[8]Those outside the software industry do not as well understand software commoditization. It is the standardization of software development practices and tool (Carmel and Tjia, 2005)

1.5.2 The Offshoring Landscape of Sri Lanka and UAE

The ITO industry in Sri Lanka continues to be one of the key drivers of the country's economic growth (SLASSCOM, 2016; ICTA 2016). As of today, the industry is comprised of 300 IT/BPO companies, providing employment to about 100,000 workers. Sri Lanka's ITO is a billion-dollar industry as of today (SLASSCOM, 2016). Industry attractiveness and the potential have been promising for the last five years, specifically, the recognised revenue, as stated in the below-incorporated table 2 (SLASSCOM, 2014).

Year	Revenue in Millions (US$)	Employment Opportunities	Total Number of Companies	Industry Growth per Annum (%)
2007	213	33,700	170	35
2010	400	67,000	200	23
2013	720	75,100	220	12
2014	850	100,000	270	13
2016	1,000	150,000	350	23

Table 2 Illustrates the Recognised Revenues from 2007- 2014 in Sri Lanka ITO

The Sri Lanka government already made necessary initiatives and the ITO is set to become the highest income earner for the country by 2020 (SLASSCOM and ICTA, 2016). Further, the vision for 2022 is not only to gain USD 5 Billion in revenue but also to create 200,000 direct employments through 1,000 start-up companies.

As per IT industry review released by the PWC and AT Kearney in 2014, Sri Lanka offers a unique combination of extremely lower cost, highly educated and English speaking workers who have sophisticated technical skills, supported by infrastructure, to enable them to position the IT-offshoring as an industry which is far superior to any other lower-cost countries (SLASSCOM, 2014). In a global environment, the ITO industry has become very competitive due to the standardisation of key critical success factors of this industry (i.e, cost competitiveness) (Khan, Niazi and Ahmad, 2011). Hence, the researcher anticipates that the need has emerged in Sri Lanka ITO to develop a new response mechanism to address the

existing employer-employee oriented drawbacks to remain as the most desired destination for the potential clients in the West. Because, some ITO scholars view the process of offshoring IT-related work as "dark side of offshoring" due to the issues faced by the industry and its rapidly changing nature in the global scale (Toit, 2014; Trefler, 2005).

In the future, embarking only on industry's key critical success factors such as cost advantages and talented labour pool will unlikely add value for Sri Lanka's ITO. Hence, they need to be proactive in terms of increasing the work productivity and responding with new mechanisms (work practices) to increase the overall delivery, could be viewed as the practical ways of approaching the existing industry challenges in Sri Lanka (ICTA, 2006; Jayaweera, and Thelijjagoda, 2011; Silva, Udawatta and Nanayakkara 2011). Thus, POS-based practices would be desirable.

The Middle East has become increasingly attractive primarily because of its geographical proximity to Europe and the diversified young talent pool (Carmel and Tjia, 2005; Migration Policy Centre, 2015; Stephens, 2009). The vast talent pool is described as 'demographic cash cow' because of the ITO workforce comes from different parts of the world for high work incentives. Further, the Middle East and Africa segments are expected to reach $7 billion by 2018 (Statista, 2020). According to a report by Dubai Outsource Zone in 2016, the UAE has become the second-largest ITO industry in the Middle East and the Africa region. Dubai comprises 90% of outsourcing activity in the UAE. There are significant growth opportunities for the ITO within the UAE.

As of today, UAE is viewed as the offshoring economic hub (Goby, 2014). It acts as the bridge by linking the core offshore workforce in Asia and their clients in the West (Gartner 2012; Carmel and Tjia, 2005). The UAE based operations deliver competitive cost advantage in the overall cost structure instead of setting up either the ITO companies head offices or PMO in the West. The gained cost advantage reflects upon the final price of any business solutions offered to the client. Else, the ITO giants have no options but to set up the PMO layers with higher cost structure in the EU and USA. This is also one of the strategic reasons that there is increase attractiveness for ITO, in UAE (Carmel and Tjia, 2005).

The United Arab Emirates does not impose heavy taxation either on individuals or corporates, unlike the West. However, their ICT infrastructure readiness to run ITO business

remains very advanced in the Middle East (ME) (Goby, 2014; Ramey, 2020). UAE's immigration law permits to source a wide range of workers from lower GDP countries, at reliably better perks than their home countries, which is another competitive advantage to ITO organization (Ali, 2017).

UAE can view the ITO as a dependable industry next to their primary oil and manufacturing industries to attract GDP revenue. UAE targets to diminish the current economic oil dependency at least by 35% enabling the future generation to utilize more, by developing SMEs (Government of UAE, 2016). The researcher speculates that ITO is a viable alternative. Dubai and Abu Dhabi have to be highlighted in this context since the economic growth continues to remain at peak among the Middle East Countries (Migration Policy Centre, 2015; Stephens, 2009).

The impact of ITO industries on emerging economies (Sri Lanka and UAE) shows massive potential. Its contribution to the GDP has strategic importance on the countries performances. Thus, ITO is very worth for research.

1.6 The Structure of the Dissertation and Summary of Remaining Chapters

This dissertation is comprised of seven chapters. Chapter 1 provides a brief background to the research, a comprehensive view of the research problem, the contribution of the research, describes the research aim and emphasizes the strategic importance of this research.

Chapter 2 presents a complete literature review of POS about emerging economies; it provides the context for organizational support practices (antecedents of POS), the close association of cultural climate with the construct of POS (demographic, socio-cultural variables) and its objective impact on employee work outcomes. This chapter also covers organizational support in its various essential characteristic global dimension and consequences.

Chapter 3 provides an illustration (contextual) for the present conceptual model, operationalization of variables, objective Hypotheses that were tested and the necessary implications.

Chapter 4 dialogues the method that was used to collect data, measurement models, hypothesis testing via SEM and the development of the necessary statistical matrices that were utilized to analyse the data. Overall this chapter discusses how the whole research was conducted. Further, the researcher discusses the model applicability, validity and the fit through necessary fit indices.

Chapter 5 provides the data analysis, presentation and interpretations of the results. In other words, this chapter sets the road map to organise and present the bulk data collected in chapter 4: assisting the researcher to carry out complex but objective data analysis via tables and graphs.

Chapter 6 focuses on the interpretation and discussion of the research findings. It reinforces the applicability of POS construct to the ITO (multidimensional emerging theme).

Chapter 7 relates to the major findings, research implications and recommendations. Further, this chapter also highlights the inferences from the previous chapters and sets out the

future research direction. Thus, the existing structure of the thesis remains, as below depicted in diagram 5.

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│    Introduction     │
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┌─────────────────────┐
│ Review of Literature│
└─────────────────────┘
          ⬇
┌───────────────────────────────────────┐
│ Conceptual Model and Hypothesis Development │
└───────────────────────────────────────┘
          ⬇
┌─────────────────────┐
│     Methodology     │
└─────────────────────┘
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│ Detailed Quantitative Data Analysis and Results │
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│ Interpretation and Discussion of Research Findings │
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│ Conclusion, Contributions and Future Research Recommendations │
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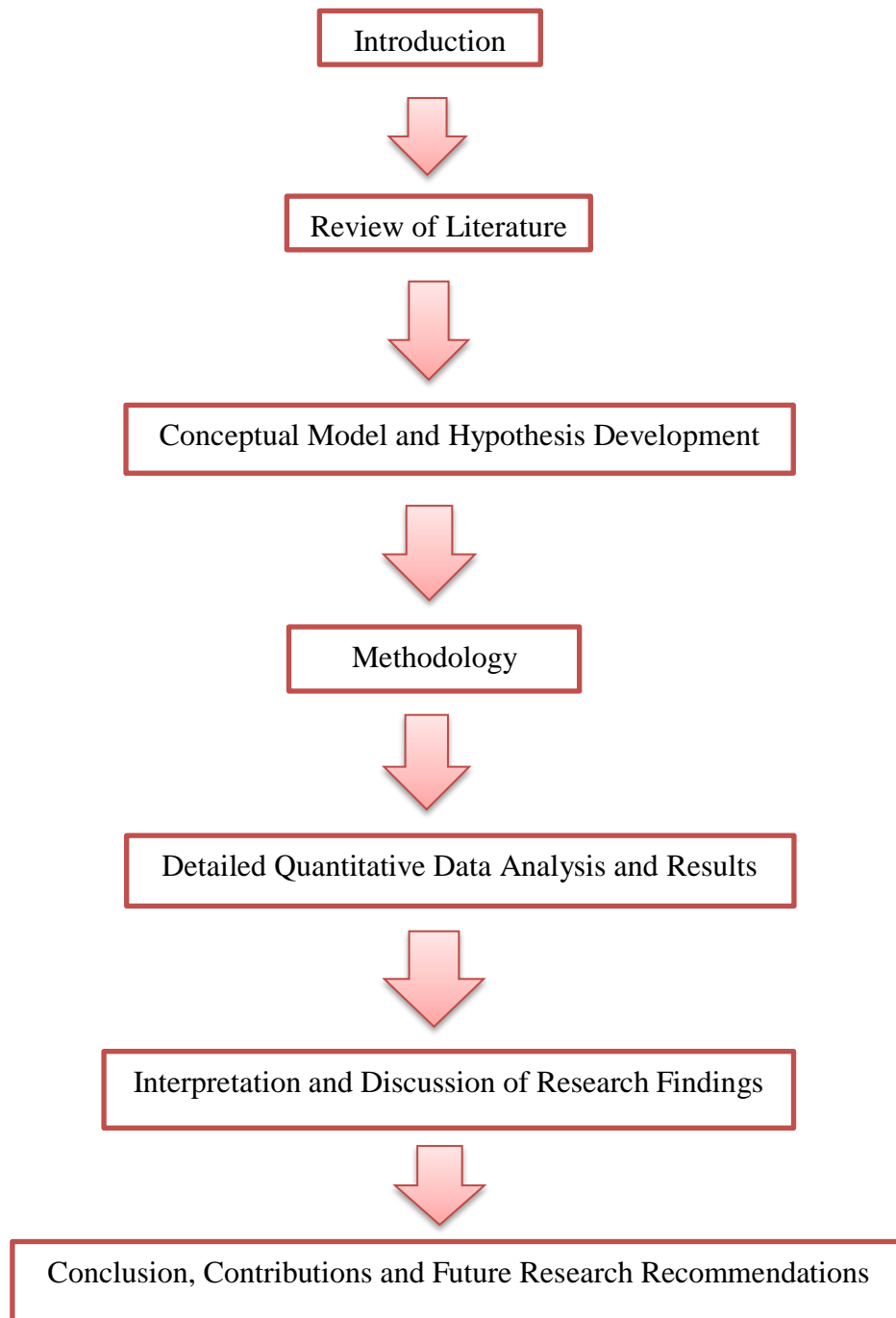
Figure 6 Presents the Structure of the Thesis

1.6.1 Mind Mapping of Chapter One

The below-incorporated mind mapping diagram graphically represents ideas and concepts logically integrated into chapter one (Mantai and Dowling, 2015).
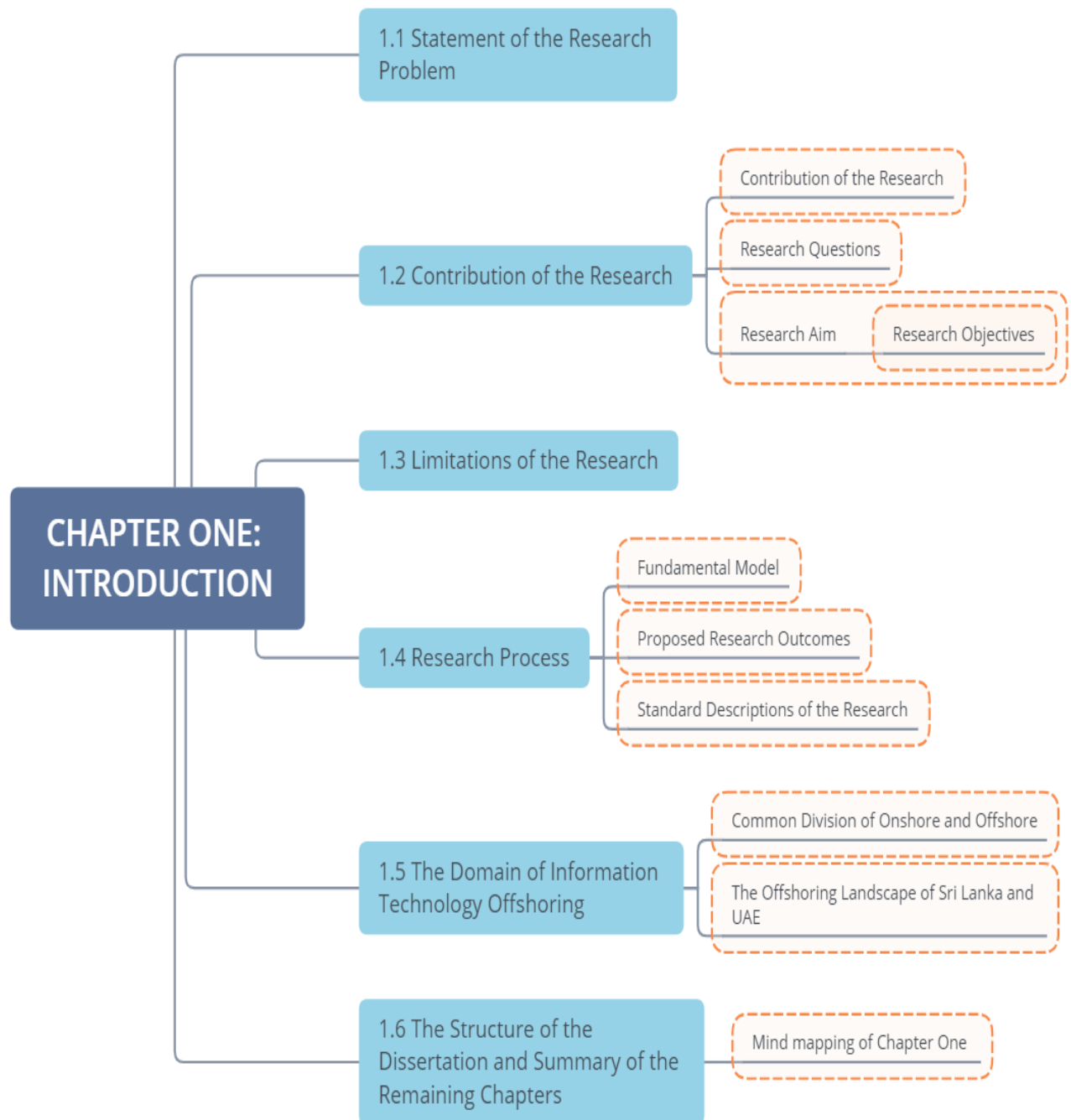
Figure 7 Demonstrates the Mind Mapping of the Introduction Chapter

The next chapter critically evaluates the literature review within the context of the research.

CHAPTER TWO
REVIEW OF LITERATURE

The chapter aims to review and synthesise existing literature on POS and how it impacts the employees' work outcomes, in ITO industries in Sri Lanka and UAE.

Various search and retrieval strategies were used to identify and determine appropriate publications on perceived organizational support. First, the researcher performed a computer-based search of PsycINFO and research synopsis in international databases, starting with the title organizational support theory (Eisenberger et al., 1986, 1990). Second, the researcher examined relevant articles, published researches, unpublished doctoral theses and limited master level thesis enclosing the title, perceived organizational support in their abstract.

Third, the researcher assembled relevant journal articles published by standard journals, investigating POS. Through this approach, finally, the researcher developed the basis for the POS-ITO model. As previously examined, POS related studies almost and always used the perception of organizational fairness, perception of supervisor support and perception of pay level satisfaction of employees as the primary antecedents of POS. On this basis the researcher adopted the very antecedents, using self-reported performance measures to evaluate the impact of POS on employees work outcomes. The researcher circulated 410 online questionnaires and received 260 returned response, those responses were used to build the POS-ITO model.

Globalisation is facilitated by outsourcing or it is also called offshoring. The offshoring model is founded on extending the boundaries of a firm, beyond areas where it has direct control. The main business is offshored up to cost-sensitive locations (a large pool of workers) where mostly software development services (ICT services) are carried out.

This chapter is classified into three main sections. The first section critically evaluates adequate literature concerning the development of POS and highlights the influences of POS on employees' work outcomes. The second section emphasizes the critical need to overcome the existing paucity of POS related studies in non-western work environments by highlighting

the moderating effect of POS and its contingency on demographic and socio-cultural parameters pertaining to a particular context. The third section dialogues the existing gap identified from the literature review which elicits the commonalities and the differences in previous research approaches. Thus, this chapter sets the foundation on building the theoretical framework (i.e see chapter 3). As stated, below-incorporated diagram-7 illustrates the key theoretical synthesis of the literature review.
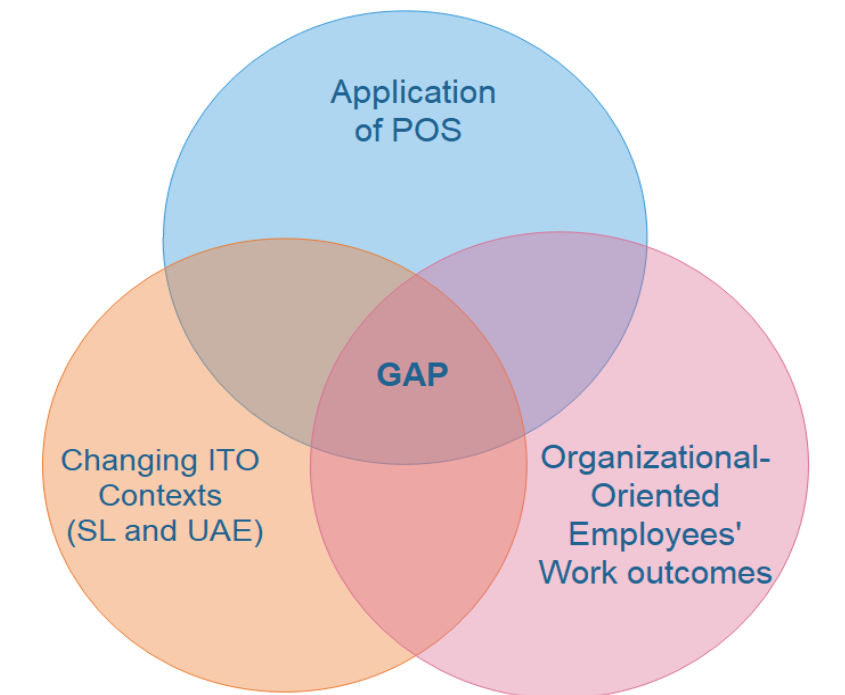
Figure 8 Shows the Theoretical Gap

2.1 Perceived Organizational Support- Definition and Implications

Organizational theorists define POS as the [9]employees' general perceptions concerning organizations' readiness to value their contributions and care about their well-being (Eisenberger et al., 2001; Kurtessis et al., 2015; Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002).[10]Employees develop global beliefs about their organization

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[9] "Employees' general belief that their work organization values their contribution and cares about their well-being" (Rhoades and Eisenberger, 2002, P. 698).

[10] "OST supposes that to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares

based onto what degree their efforts are appreciated by their organization and take their welfare seriously (Eisenberger, Huntington, Hutchison and Sowa, 1986; Shore and Shore, 1995). These beliefs are originated in the perceptions of the employees to the extent to which their work organization is prepared to reward increased work effort of employees via distinguished favourable practices towards employees such as organizational fairness, supervisor supports, pay level, promotion, access to organizational information, approval and respect (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003; Eisenberger et al., 2001; Gakovic, and Tetrick, 2003). Thus POS is multidimensional.

Eisenberger et al. (1986) stated that in order to attain organizational goals; companies should empower their workers with organizational support (POS) considering their happiness and well-being. There are strong theoretical grounds that justify that POS is believed to be a universal construct. Because, it is utilised as a viable framework for examining intangible and tangible work outcomes of employees, in organizational researches across distinguished industries (Kurtessis et al., 2015; Aselage and Eisenberger, 2003; Gyekye and Salminen, 2009; Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007).

Adequate POS among employees leads to build positive, measurable and beneficial employees' work outcomes such as increased job satisfaction (Aloysius, 2011; Emerson, 2013; Miao, 2011; Wickramasinghe and Wickramasinghe, 2011; Pattanayak and Chhabra, 2014), develop organizational citizenship behaviour (Blakely, Andrews and Fuller, 2003; Lambert, 2000; Moorman, Blakely and Niehoff, 1998; Muhammad, 2014; Podsakoff et al., 2000), heightened in-role-performance (Liu, 2004; Rhoades and Eisenberger, 2002) and formulates positive mood (Donsbach and Shanock, 2008; Rhoades and Eisenberger, 2002). However, POS lessens negative employees' work outcome- turnover intention (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002).

Employees would value POS for meeting their socio-emotional needs in their work-life. In contrast POS also reflects the organization's interest or readiness to provide various forms of aid to employees, when needed, to carry out employee's work effectively and to deal with challenging work-related tasks or situations (Aselage and Eisenberger, 2003;

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about their well-being" (Eisenberger, Huntington, Hutchison and Sowa, 1986; Shore and Shore, 1995; Rhoades and Eisenberger, 2002)

Eisenberger and Huntington, 1986; Rhoades and Eisenberger, 2002). Thus, POS influences employees to showcase a caring attitude towards their organization (Eisenberger et al., 1986).

In spite of the acknowledged beneficial impact of POS, a growing body of literature questions the universality of the POS construct while adapting to a local context (Gyekye and Salminen, 2009; Brougham and Haar, 2013). Because: (a) the effect of POS on employees' work outcomes are dependent upon the demographic and socio-cultural parameters of a particular context, (b) POS acts as a mediator between the way employees perceive their organization and the extent to which their actions are aligned with its objectives. Thus, one could constructively argue that the magnitude of the mediation of POS is also unique, to a particular context (Bartol, 2007; Emerson, 2013; Gyekye and Salminen, 2009; Moorman, Blakely, and Niehoff, 1998). Particularly, adopting the universality of the POS construct to a local context, to ITO industry, which is undergoing intense transitions globally (Carmel and Tjia, 2005; Elmuti, Grunewald and Dereje, 2010), particularly in Sri Lanka and UAE is believed to be challenging (Migration Policy Centre, 2015; Jayaweera and Thelijjagoda, 2011; Vodanovich, Urquhart and Shakir, 2010). Thus, the universal POS framework becomes inconclusive without integrating the demographic and socio-cultural factors while adapting to a local context.

As like any other organizations, ITO companies also may want to enable their knowledge workers to experience adequate organizational support via primary antecedents of POS: (a) organizational fairness, (b) supervisor support and (c) pay level with the motive of generating organizational-centric employees' work outcomes (Liu, 2004; Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003; Eisenberger et al., 1997). These distinct antecedents of POS signal employees the organizations' active interest to value workers' increased work contribution, enable their workers to recognise the availability and dependability of organizational aids, when needed, to deal with stressful work situations (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002).

Arguably, workers are very particular about receiving organizational support, through distinguished forms, possibly depending on their role and responsibilities (Rhoades and Eisenberger, 2002). The notion of receiving organizational support by the ITO workers could be described as their work organization sharing discretionary aid in terms of sharing introduction of new technologies, process maturity and business innovations (Carmel and

Tjia, 2005) via organizational fairness, supervisor support and rewards. Nevertheless, from organization's stance, they cannot voluntarily express the distinct forms of organizational support to the entire workforce due to underpinning cost factor and sensitivity of the information (Aselage and Eisenberger, 2003; Kurtessis et al.,2015; Rhoades and Eisenberger, 2002; Shanock and Eisenberger, 2006). Thus, the researcher speculates the manner in which POS is deemed to be among ITO workers and should be critically examined from both the employers and workers stance.

Employees view their work organization as an important source to satisfy their socio-emotional needs (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). POS aides the norm of reciprocity in between the employer and employees, mediates the association between the organizational support and the employee work outcomes (Aselage and Eisenberger, 2003; Bartol, 2007; Liu, 2004). A large body of empirical evidence validated that the employees with a high level of POS not only critique their jobs favourably (Rhoades and Eisenberger, 2002) but also become more committed and capitalised to their work organization (Eisenberger, 2002; Eisenberger and Johnes, 2004).

Rousseau (1989, 1990) advocates that employees often believe, that they are obligated to pay back to the organization beyond their formal role and responsibilities when they perceive that the organization is performing according to the employees' best interest. This phenomenon discloses that caring for caring attitude is dependent on the condition of the POS (Foa and Foa, 1980). So, organizations should treat the basis of reciprocity as the best reference points to generate organization-centric employees' work outcomes, in turn, the employees' work outcomes satisfy the organizational objectives. Further, the reciprocal attribute of POS is the underlying logic in which many of the hypothesized relationships among workers were investigated in organizational research (Aselage and Eisenberger, 2003; Eder and Eisenberger, 2007; Eisenberger, Armeli, Rexwinkel and Rhoades, 2001; Eisenberger and Johnes, 2004; Rhoades and Eisenberger, 2002).

Despite the acknowledged utility, robustness and the validity of the POS construct in terms of integrating organizational-oriented work employees' work outcomes, the standard POS framework becomes inconclusive to a particular context because of the decisive impact of POS is reliant on the demographic and socio-cultural factors, which are unique to ITO

industry in Sri Lanka and UAE, obviously derived from their respective national context (Gyekye and Salminen, 2009; Brougham and Haar, 2013).

The Implication of localizing the universality of POS construct suggests that there are momentous changes underway in the ITO organizations. ITO is shifting towards building its competitiveness through the most valuable human assets (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). This paradigm shift put pressure on ITO organizations to prioritise their workforce relative to their other technological and operational assets. Hence, adopting a mechanism that integrates the organizational support, workers' perceptions and employees' work outcomes becomes inevitable. In this context, to fill this gap in the literature, this research examines how the POS interacts with demographic and socio-cultural factors and compares how these two factors impact on employee work outcomes in Sri Lanka and UAE.

2.1.1 Antecedents of Perceived Organizational Support

Contemporary literature on POS reveals three primary antecedents of perceived organizational support: (a) organizational fairness, (b) supervisor support and (c) organizational rewards (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002; Eisenberger et al., 2001). According to the organizational theory, these antecedents develop an adequate level of POS among employees and POS has been extensively used (mediation) as a valid construct to predict various employees' work outcomes, which are beneficial for both the organizations and employees (Eisenberger, Huntington, Hutchison, and Sowa, 1986; Shore and Shore, 1995; Aselage and Eisenberger, 2003; Bartol, 2007; Eder and Eisenberger, 2007; Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002; Riggle, 2007; Wickramasinghe, and Wickramasinghe, 2011; Burnett, Chiaburu, Shapiro, and Li, 2015).

There is a wide range of antecedents of POS that are utilized by organizations to formulate organizational support among workers but not limited to (i.e., organizational fairness, supervisor support, recognition, pay, promotion, job security, autonomy, training, role-stress and organizational size). These antecedents of POS enable organizations to transform employees, become emotionally committed, loyal and defend their work

organization in crisis (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Also, certain organizational researchers view those antecedents of POS acting as a countermeasure against demotivating employees in the work environment (Krishnan and Mary, 2012). Thus, it can be viewed as a dependable and debatable theoretical construct, in organizational research.

The magnitude of prioritising the antecedents of POS may differ among the ITO organizations depending on the contextual need and settings (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Because, a recent research study that has investigated the pay level contribution to the development of POS among IT professionals identified that pay level impact on POS was insignificant relative to career development opportunities, work-family support and leader-member exchange, because IT professionals are generally well paid, hence pay level was a less concern for them (Liu, 2004). Further, he indicated that the pay level must be a significant factor among workers where they are not well paid. Next section evaluates the significances of antecedents of POS, specifically to the ITO, in Sri Lanka and UAE.

2.1.1.1 Organizational Fairness

Based on OST (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995) organizational fairness has been described as the application of organizations' impartial treatments (impartial organizational policies and procedure) while distributing organizational resources, among their workers. Similarly, Moorman, Blakely and Niehoff, (1998) noted that the organizational resources are considered for distribution remains under the organizations' discretionary control and hence the importance of fairness. Correspondingly, Cropanzano and Greenberg, (1997) stated there are three distinguished dimensions of fairness such as fairness in resources allocation and distribution (procedural justice), degree of fairness applied in organizational rules and policies that affect the employees (structural justice) and the quality of fairness experiences by the employees based on how they are treated by the work organization (social justice) that impact the employee's dignity.

Nevertheless, the meta-analysis by (Rhoades and Eisenberger, 2002) states that procedural justice contributes significantly relative to structural justice or social justice. Despite the acknowledged individual impact of fairness dimension on POS, the proposed research objectively focused on measuring the aggregated organizational fairness as an antecedent of POS construct. Thus, in this research, organizational fairness refers to an organization's overall candid impartial treatment of its employees, free from any degree of favouritism (Ambrose and Schminke, 2009).

As noted by Rhoades and Eisenberger (2002) the extent to which organizations apply the impartiality when distributing the organizational resources (OF) directly contributes to the formation of POS. OF is deemed to be a very influential element among the ITO workers as it covers many forms of aid. Therefore, the higher the fairness more adequate the POS (Aselage and Eisenberger, 2003; Bartol, 2007; Eisenberger, Armeli, Rexwinkel and Rhoades, 2001; Eisenberger, and Johnes, 2004; Rhoades, and Eisenberger, 2002). Thus, the researcher emphasizes the importance of organizational fairness to assure beneficial employees' work outcomes.

Different constructs of fairness were utilized by the previous researchers such as fairness of formal Organizational policies and procedures for distributing resources (Greenberg, 1990), the extent to which the fairness is applied in pay raises and promotions (Shore and Shore, 1995) and quality of interpersonal treatment in resource allocation and treating employees with respect (Aselage and Eisenberger, 2003). Based on these researches' empirical analysis Rhoades and Eisenberger (2002) validated that OF as a construct, made the highest significant impact to the development of POS, compared on supervisor support and pay level.

Workers' repetitive exposure to OF accumulates POS, increases the effect on POS indicating the organization has serious concern for employee's well-being (Shore and Shore, 1995). The rapid growth of the ITO industry applies pressure on the ITO companies, who have limited options but to deal with the limited supply of knowledge workers in Sri Lanka (Jayaweera and Thelijjagoda, 2011; SLASSCOM, 2014). To cope up with the demand, the ITO organizations are believed to be utilizing discretionary resources without giving much concern to the OF. Arguably, due to the limited labour pool (Jayaweera and Thelijjagoda, 2011; SLASSCOM, 2014) ITO organizations are prepared to bend their OF to

attract mature and experienced knowledge workers to harvest profitability (Carmel and Tjia, 2005) In this context, how OF is perceived by ITO workers, in Sri Lanka is questionable.

Unlike Sri Lanka, ITO organizations in UAE implement two distinguished standards of the fairness of procedures to local and expatriates workers; as part of their country's legal implications (EUIGRC, 2015; Vodanovich, Urquhart and Shakir, 2010). According to the UAE's organizations' customs value, the local citizens are comparatively favoured with the high degree of resource allocations in organizations compared to foreigners as long as they operate within their geographical boundaries. Even though this is a legal implication, interestingly, this is viewed as an equitable norm (fairness of treatment) in ITO operations.

Despite the organizational fairness of UAE's ITO industry favouring the domestic workers, it needs to be highlighted that 60-70% of ITO workers in UAE are foreigners and they are employed by ITO organizations due to their matured technical know-how (Stephens, 2009; EUIGRC, 2015; Al-Hadhrami, 2013). Hence, the researcher questions the underlying notion of the fairness of treatment that leads to the formation of POS. Is it valid to say that fairness of treatment doesn't exist in the UAE context as opposed to any other climate found in Asia or the West? Thus, the need to understand how ITO workers perceive organizational fairness in the UAE, overall. Therefore, empirical research in this context is a must to determine the basis in which organizational support is perceived by employees.

2.1.1.2 Supervisor Support

As like the employees develop general beliefs about their organizations concerning to the extent their work organization values their contributions and care about their well-being, they form global views about their supervisors to the extent to which supervisors appreciate employees' contributions and show concern for their well-being (Kottke and Sharafinski, 1988; Rhoades and Eisenberger, 2002). Employees view their supervisors as the formal agent of their work organization, having direct responsibility towards employees to formally direct, evaluate and provide feedback about their performance. These norms enable them to perceive the positive or negative actions of their direct supervisors as the sign of organizational support (Aselage and Eisenberger, 2003; Eisenberger and Huntington, 1986; Rhoades and Eisenberger, 2002).

Further, employees believe that supervisor's evaluation about their work performance is often communicated to the top management because the supervisors are vested with power by the organization to formally communicate (Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). Generally speaking, in Sri Lanka, the supervisor's feedback about their subordinates is often communicated to the top management as a socio-cultural norm. Whereas in UAE it is treated as very official (Al-Hadhrami, 2013). It would be very interesting to understand in which context the POS is influenced the most.

Rhoades and Eisenberger (2002) found that supervisors' organizational status strongly influences the development of POS, the supervisor's ability to stay informal within the organization while associating with their direct subordinate is generally seen by employees as demonstrating organization's stance to value them. It is evident from the organizational literature that perceived organizational status of a supervisor is an increasing function of POS (Aselage and Eisenberger, 2003). This indicates that the supervisor's position in their work organization significantly influences the mechanism in which knowledge workers perceive organizational support. Thus, the researcher speculates the quality of the supervisors support provided to the employees may be also dependent on the demographic (i.e., managerial role) and socio-cultural (i.e., the religion of a supervisor in UAE) factors of a particular context.

Supervisors are viewed as dependable resources by subordinates; their support assists them to carry out their work effectively during a crisis (Eisenberger and Johnes, 2004; Kurtessis, and Eisenberger, 2015; Rhoades and Eisenberger, 2002). Further, organizational theorists have concluded that employees perceive their superiors as the organizational representatives irrespective of whether a particular activity is carried out by the supervisors by themselves or on behalf of organizations (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). Nevertheless, the quality of the supervisory support experienced by the employees is particularly questionable in ITO of UAE, because, the UAE government has implemented beneficial policies which over prioritise the local citizen as a supervisor over a foreign worker irrespective of skillset, experience and organizational tenure (Stephens, 2009). It is very likely that a young worker act as a supervisor overtaking experienced subordinates merely due to being a local citizen in the ITO industry. This unique phenomenon stimulates the need for a comparative study in Sri Lanka and UAE.

A growing body of organizational literature validates that SS is one of the primary antecedents of POS (Aselage and Eisenberger, 2003; Donsbach and Shanock, 2008; Eisenberger, 2002; Maertz et al., 2007). Numerous research studies have positively related the SS to POS (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). The next section discusses the importance of organizational reward-pay level satisfaction.

2.1.1.3 Pay Level Satisfaction

Human resource practices of organization validating recognition of employees' contributions directly contribute to the development of POS (Liu, 2004; Rhoades and Eisenberger, 2002; Shore and Shore, 1995; Guterman and Alderfer, 1974). According to the meta-analysis conducted by Rhodes and Eisenberger (2002) organizational reward is identified as the third major antecedent of POS relative to organizational fairness and supervisor support, though a wide range of organizational reward constructs such as pay (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002), recognition (Greenberg, 1990), promotion, job security (Allen, Shore and Griffeth, 1999), autonomy (Rhoades and Eisenberger, 2002) and training (Wayne, Shore and Liden, 1997) have been identified. In spite of these acknowledged dimensions, pay remains an important factor, which directly leads to the development of POS (Carmel and Tjia, 2005; Rhoades and Eisenberger, 2002).

Organizations view pay as an investment towards employees (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002). In contrast, employees perceive the pay as the organization feeling of appreciation and recognition. Hence, directly contributes to the development of POS (Eisenberger et al., 1997; Shore and Shore,1995). Organizational researchers who examined the pay dimension have noted that PLS is a viable antecedent of POS (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002). Thus, in this dissertation, the level of satisfaction knowledge workers gain from their pay levels is positively hypothesized to the formation of perceived organizational support. Past research which critically evaluated the pay dimension as a valid measure with POS indicated that pay level is a critical channel, in which, ITO organization could be independent on, to develop adequate POS among

knowledge workers (Liu, 2004). Particularly, PLS is associated with the level of POS in previous researches (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002).

Knowledge workers (ITO employees) are likely to consider the pay level as a mean to accept distinguished roles globally or likely in UAE (Carmel and Tjia, 2005; Drucker, 1999, 2006), but very likely to be in Sri Lanka due to increasing number of operational level employees working from the cost-sensitive location (Jayaweera and Thelijjagoda, 2011; SLASSCOM, 2014). According to Liu (2004), the pay level satisfaction did not make a significant impact on the development of POS among IT workers as good as organizational fairness or supervisor support. Because, Liu (2004) identified that generally the IT professionals (knowledge workers) are well paid due to their competitive skill-set, thus it is unlikely that the pay level satisfaction overrides the other antecedents of support such as the OF and SS, having considered the relative impact. Further, the impact of pay level satisfaction is expected to primarily satisfy the psychological needs of the ITO workers (basic need) whereas the other hierarchical needs of the knowledge workers are to be full-filled orderly (Maslow, 1954; Guterman and Alderfer, 1974).

If the above phenomenon is to be true in the ITO industries in Sri Lanka and UAE, then it is possible to argue that the knowledge workers may develop a perception that their work organization needs to go beyond to meet the workers lower level need to exhibit the organizational support. This phenomenon was found to be true specifically in the ITO because the targeted participants in this research study were comparatively well paid IT professionals. Specifically, this empirical-based assumption is likely to be valid in UAE, because most of the IT professionals migrate to UAE with the motive of drawing high scale salaries (Al-Hadhrami, 2013; Stephens, 2009). However, it could be entirely on the opposite scale when it comes to the Sri Lanka ITO's workers composition. In that context, possibly and arguably workers' pay level satisfaction may be playing an important contributing role to the formation of POS.

2.1.1.4 Maslow's Needs Hierarchy Theory and Perceived Organizational Support

When the researcher extended the application of Maslow's theory of hierarchy needs (Maslow, 1954) into the offshoring' organizational support settings, it logically made sense to classify and relate workers' need into essential categories. Alderfer (1972) categorized workers hierarchical needs into three standard and necessary categories: (a) existence needs (i.e., physiological and safety needs of workers essential for the workers to survive), (b) relatedness needs (i.e., needs for building work relationship-inter personal relationship) and (3) growth needs (i.e., workers' internal but personal esteem needs).

Further, Alderfer (1972) argued that knowledge workers (in the case of offshoring) might pursue the satisfaction of these distinct hierarchical needs either increasingly or instantaneously. Therefore, satisfying each layer of needs in a necessary order, in the offshoring work environment is important for developing and retaining work motivation. So, to motivate the knowledge workers by creating an adequate level of organizational support belief, ITO organizations should attempt to meet and satisfy these knowledge workers' needs, constantly, at different levels.

On this notion, it is possible that in a particular region (possibly in Sri Lanka due to developing economy settings) pay may satisfy the basic physiological needs of knowledge workers, compared to the other needs of the knowledge workers that workers desire to full-fill (Maslow, 1954; Guterman and Alderfer, 1974). In contrast, it may be also possible in UAE pay may not satisfy the knowledge worker' basic level of need, because both the expatriates and the locals' generic pay scale levels are high compared to Sri Lanka. It is also thinkable that other needs other than pay level satisfaction (OF, SS) may satisfy workers individual needs similarly in two different socio-cultural contexts, obviously as in the case of Sri Lanka and UAE.

Likewise, Eisenberger et al. (1997) stated that high degree of POS can be utilized for meeting workers' needs for various organizational gains, but not limited to seeking approval and recognition, satisfying esteems, attainment of social identity and voluntary rewards. Further, Shore and Shore (1995) also claim that organizational explicit or implied practices that are translated by the employees as direct appreciation from the organization, such as

appreciation from the organization, recognition from the top management and intended rewards, contribute positively to the formation of POS.

2.1.2 Outcomes of Perceived Organizational Support

On the basis of reciprocity, POS should develop felt obligation among the employees to care about their organizations and pay-back to the organization via distinguished avenues (Rhoades and Eisenberger, 2002; Eby and Dematteo, 2000). In this context, this literature review yields five viable POS-related constructs (employees' work outcomes), based on the criticality of the drawbacks that exist in ITOs in Sri Lanka and UAE. The proposed employees' outcomes include job satisfaction, organizational citizenship behaviour, work performance, positive mood and turnover intention.

2.1.2.1 Job Satisfaction

Job satisfaction is described as the employee's overall affective attitude towards their job (Witt, 1991). Further, Locker (1976) defined JS as the emotional state of employees resulting from one's job experience. As stated, due to existing dynamism of ITO industries in Sri Lanka UAE, JS is a critical work outcome of employees which yields distinguished benefits to the organization such as increased task performance (Rhoades and Eisenberger, 2002), organizational citizenship behaviour (Muhammad, 2014) and lessened turnover intention (Emerson, 2013) as far as this thesis is concerned.

Spector (1997) describes that job satisfaction as the degree to which workers like or dislike their job and it is a factor which contributes to the well-being of the employees. In turn, JS significantly impacts the work-related behaviours such as workers' productivity, absenteeism and TOI (Becker, 2004). In a similar view, a large body of empirical evidence validates that job satisfaction is negatively related to the TOI (Emerson, 2013; Pattanayak and Chhabra, 2014). Whereas Researchers who investigated the challenges in Sri Lanka's ITO reported poor productivity, high turnover rate and absenteeism were some of the key issues as far as the ITO industry was concerned (Avgerou, 2010; Silva, Udawatta and Nanayakkara,

2011; Jayaweera and Thelijjagoda, 2011; ICTA, 2006). Thus was the need to investigate the existing level of job satisfaction among the ITO workers, in Sri Lanka.

Numerous researches indicated that JS is critical for achieving organizational effectiveness (Pattanayak and Chhabra, 2014; Miao and Kim, 2010). Likewise, critical research that conducted in the global ITO/PBO landscape indicates that only 40% of the employees were found with positive views and satisfied with their job (Elmuti, Grunewald and Abebe, 2010). These empirical claims validate that achieving adequate job satisfaction in ITO is still a challenge in the West. Further, certain scholars claim that delegating offshoring activities could increase job dissatisfaction (Kennedy, et al., 2002; Engardio, 2006). However, the researcher argues that Sri Lanka's ITO composition is very unique unlike the global ITO landscape (SLASSCOM, 2014) due to emerging demographic and socio-cultural settings.

The impact of POS on job satisfaction is dependent upon the demographic and socio-cultural parameters which are unique but different to Sri Lanka and UAE (Gyekye and Salminen, 2009; Jarrod and Brougham, 2010). Hence, to what extent ITO participants are satisfied with their job in emerging economies need investigation. Similarly, previous research that investigated the impact of POS on job involvement in Sri Lanka's apparel industry indicates that POS was found positively associated with the lean production workers' job involvement (Wickramasinghe and Wickramasinghe; 2011). Though the job involvement and job satisfaction are relatively similar concepts, this research emphasizes the importance of examining job satisfaction as a construct, specifically in Sri Lanka's offshoring context (Jayawardana, O'Donnell and Jayakody, 2013).

2.1.2.2 Organizational Citizenship Behaviour

Growing enthusiasm in the organizational development enables organizations to view the citizenship behaviour as a dependable employees' work outcome (Lambert, 2000; Miao, 2011; Muhammad, 2014; Podsakoff et al., 2000). Organ (1998) describes OCB as employees individual work behaviour that is under the full discretionary choice of the individual, but not recognised by the organizational formal reward system and it encourages the effective functioning of the organizational operation.

As a global industry, ITO is highly exposed to global competition (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). However, Benjamin (2012) argues that the worldwide competition enables organizations to treat OCB as a mean for improvements, optimum utilization of work-force and for enhancing organizational capabilities. Thus, Sri Lanka and UAE industries can utilize the OCB as a viable construct to enhance their human resource capabilities.

Organ (1988) indicates that OCB leads to contribute to the efficiency and effectiveness of the organizational operation by fostering creativity and flexibility among workers. Nevertheless, fostering creativity and enhancing flexibilities are viewed as key critical success factors to build organizational capabilities in ITO (Carmel and Tjia, 2005). Organizational researches investigated the functional benefits of citizenship behaviours have indicated that OCB enables workers to engage in various value-adding and work-related activities, those are ultimately beneficial to the individuals (Blakely, Andrews and Fuller, 2003).

Permanent employees who demonstrate OCB believe, to a certain extent, that these types of behaviours are critical in receiving a promotion, in their career. Similarly, employees on probation and temporary assignments also voluntarily get involved in OCB related activities compared to permanent employees when they seek to gain a permanent or stable position (Moorman and Harland, 2002). Further, Bolino (1999) argues that workers perform distinguished OCB activities with the motive of impressing their top management. This functional approach did not assume that two different employees engage in same OCB behaviour or they have the same motives. Employers welcome OCB, as an extra-role behaviour (Lambert, 2000). In certain cases, it has become a critical part of the employees' performance appraisal review. Many studies critically examined the distinguished facet of OCB identified a positive relationship between citizenship behaviour and JS (Lambert, 2000; Muhammad, 2014), IRP (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002) but negatively related to the TOI (Pattanayak and Chhabra, 2014).

2.1.2.3 In-Role Performance

The notion of generating optimum-output via in-role (standard job performance), at work, is critical for gaining adequate organizational performance (Rhoades and Eisenberger, 2002). Specifically in the ITO, the IRP is believed to be directly associated with the client's deliverables, thus the average or undesirable IRP is unlikely to be tolerated by highly globalized competitive work environment (Carmel and Tjia, 2005). Also, if the offshore workforce doesn't perform well it impacts the business adversely in IT outsourcing, thus there is a necessity for better job alignment (Silva, Udawatta and Nanayakkara, 2011).

An adequate level of POS among knowledge workers should enhance the standard IRP (Emerson, 2013; Rhoades and Eisenberger, 2002). Employees' In-Role Performance gradually improves the relationship between employers and employees as employment progressively improves (Rhoades and Eisenberger, 2002). In addition to the employer-employee relationship, Udawatta and Nanayakkara (2011) view that employees performance is a critical factor that contributes to the employees' turnover intention. Hence, it is vital for ITO organization to have a mechanism that enables them to proactively anticipate and determine the ultimate IRP of their human resource.

2.1.2.4. Positive Mood

In the literature, positive mood is described as the worker's emotional state of the mind comprising of enthusiasm, alertness, and excitement (Watson, Clark, and Tellegen, 1988). The positive mood among employees influences the generic emotional feeling towards their job (Donsbach and Shanock, 2008; Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). PM's emotional state (affectivity) is also influenced by the organizations' work environment (George, 1991; George and Brief, 1992). Thus, one could argue the contextual characteristic of work organization might influence how positive mood is formulated. The proposed research examines the extent to which POS influences the positive mood as employees' work outcomes, in two distinguished geographical and cultural contexts.

The scholars describe the PM as one of the important employees work outcomes that foster creative thinking (George and Brief, 1992) and helping behaviours in the work

environment (Eisenberger et al., 2001). As suggested in the ITO literature employees' creativity is viewed as a critical skill-set which enables the organization to gain competitiveness (Harshani De Silva, 2018; Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Further, particularly due to irregular working hours in ITO employees experience pressurising work environment, which to a certain extent diminishes the positive moods of the workers (Carmel and Tjia, 2005). It is very likely the case in cost-sensitive location, Sri Lanka (ICTA, 2006; Silva, Udawatta and Nanayakkara, 2011). Thus, the researcher speculates that the PM of the workers is believed to be adversely affected in Sri Lanka compared to UAE because of the time difference between the UAE and the West is relatively low.

2.1.2.5 Turnover Intention

Employees' voluntary turnover remains as one of the most studied employees' work outcomes in organizational research. TOI is described as sensible, critical and deliberate willingness to leave an organization (Tett and Meyer 1993). Employee turnover is an undesirable occurrence for business organization irrespective of size, type and structure (Emerson, 2013; Pattanayak and Chhabra, 2014; Wickramasinghe and Wickramasinghe, 2011). Scholars who investigated the employee turnover construct indicated that employee turnover directly and adversely impacts the organization because of the direct costs associated with recruiting, selecting and possibly training the replacements (Dess and Shaw 2001).

The indirect impact of TOI is identified as loss of brand image, excess pressure on the remaining workers and loss of potential future candidates (Maertz et al., 2007). TOI among knowledge workers is viewed as a critical issue in Sri Lanka (Silva, Udawatta and Nanayakkara, 2011; Sivalogathasan and Xiaobo, 2013). Employers struggle to leverage the adverse outcomes that they are exposed to due to the existing turnover rate in Sri Lanka's ITO (ICTA, 2006; Silva, Udawatta and Nanayakkara, 2011). Although employees TOI have been found to relate with numerous negative outcomes such as reduced IRP (Rhoades and Eisenberger, 2002), diminished JS (Guan et al., 2014; Miao, 2011; Miao and Kim, 2010), lessened OCB (Lambert, 2000; Miao, 2011; Muhammad, 2014; Pattanayak and Chhabra,

2014), recent researches have indicated that the current turnover rate of ITO industry is about beyond 15% (ICTA, 2006; SLASSCOM, 2014), which is unfortunate. Hence, there is a necessity to understand the similarities and the differences possibly existing in different contexts, among these constructs such as TOI, IRP, JS and OCB.

2.1.3 The Significance of Attributional Process to POS

According to the meta-analysis of POS conducted by Rhoades and Eisenberger (2002) employees use the attributional process in determining the organizational support from their work organization. Further, Gouldner (1960) stated that employees more highly value their work organization discretionary support given to them as opposed to the support that is given to them from their work organization due to the external pressures (attributional-process). Discretionary aid given to employees shows an organization's positive valuation of their workers (Rhoades and Eisenberger, 2002). Also, it discloses the organization' serious concern about their employee's social welfare (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Thus was the need to emphasize the importance of imparting the attributional process, via the antecedents of POS.

In UAE, two distinguished organizational policies (EUIGR, 2015; Stephens, 2009) adopted by the ITO companies to regulate local and foreign workers arguably challenge the attributional process of POS. Thus, the attributional process existing specifically between the employers and the domestic workers is believed to be at an adequate level compared to the foreign workers due to legitimate, voluntary, favourable and beneficial organizational support given to them. Admittedly, it is unlikely that the foreign expatriates experience the attributional effect as good as the domestic workers, via antecedents of POS, due to discrepancy in fairness, pay levels and the reward systems.

Eisenberger et al. (1997) and Rhoades and Eisenberger (2002) stated that POS was six-times more strongly related with the favourableness of high discretionary job condition of an organization as compared with the low-discretion job condition (i.e., work overload, role ambiguity, information about one's job responsibilities). Drawing on this view, organizations that implement the very same characteristics of the attributional process may generate six-times more adequate POS, in turn; POS enables organizations to generate favourable

outcomes six-time greater. This occurrence logically may diminish the negative outcomes six-times lesser. Though this research was not poised to investigate the discretionary aspect underpinning the antecedents of organizational support, the researcher assures, the analysis chapter comments the significance of the attributional process-as a value addition- in Sri Lanka and UAE.

2.2 Context Matters but Context Changes: Gap in the Literature

POS is one of the widely studied theoretical constructs in organizational research (Rhoades and Eisenberger, 2002) with more than 350 scientific studies as a valid predictor of distinct organizational variables and excess of 600,000 empirical references on the internet (Emerson, 2013). In organizational literature, POS is defined as the extent to which employees believe that their work organization appreciates their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, and Sowa 1986). In spite of POS is being a highly effective construct, recent studies suggest that the effect of POS on employees' work outcomes is conditional on the demographic and socio-cultural parameters, which are unique to a particular context (Gyekye and Salminen, 2009; Brougham and Haar, 2013). Therefore, the researcher argues that the power of predicting various employees' work outcomes utilizing the generic POS construct becomes inconclusive unless the acknowledged impact of POS is considered.

Though the primary antecedents of POS remain similar across organizations (Aselage and Eisenberger, 2003; Eisenberger and Johnes, 2004; Rhoades and Eisenberger, 2002) how those antecedents contribute to the development of POS could be different in two distinguished contexts (Liu, 2004). The manner in which POS mediates the moderated impact on employees' work outcomes needs investigation by integrating workers' demographic and socio-cultural variables, pertaining to a particular context. Further, in order to understand the similarities and the differentiation in moderation and mediation procedures (Bartol, 2007; Emerson, 2013; Moorman, Blakely and Niehoff, 1998) a comparative study, in two distinguished settings is a must.

A recent research study was conducted in Africa, on Ghanaian industrial workers, about POS and its association between the demographic variables reveals that elder, married,

higher-educated, satisfied, long-tenured and supervisors relatively express grater supportive perception towards their organization. Further, the moderated impact of POS on African employees was found significant (Gyekye and Salminen, 2009). Hence, the workers' supportive perception is contingent on the number of contextual characteristics. Further, a substantial body of literature of POS emphasizes that coherently describing the pattern in which ITO knowledge workers' supportive perceptions could positively influence the organizational planning, in turn, increases the workers' economic contribution to the organization (Liu, 2004).

A comprehensive meta-analysis was conducted by Rhoades and Eisenberger, (2002) found a less significant association between POS and demographic variables. Further, this empirical analysis considered the research studies, which were mostly conducted in the West, specifically in aviation, insurance, and manufacturing and textile industries. Nevertheless, the researcher noted that very limited emphasis has been given in the empirical analysis to understand the intervention of the demographic variables (Cole and Becher, 1991). Accordingly, a recent research study that was conducted in New Zealand investigating the culturally specific dimension of POS, in the 'Maori' culture, indicated that employees perceive greater support from the work organization when their socio-cultural values are sustained, in turn, POS generated distinguished beneficial employees' work outcomes (Brougham and Haar, 2013). Further, the researcher develops a constructive argument that the norm of [11]reciprocity underlying POS may differ from culture to culture or people to people although Gouldner (1960) suggests that the general norm of reciprocity underlying POS is culturally universal.

It also should be noted that quality of the employer-employee relationship is not gifted to workers, but gradually built under right organizational circumstances, which cannot be treated lightly (Rhoades and Eisenberger, 2002; Brougham and Haar, 2013). Therefore, the development of POS does not happen in isolation or vacuum, instead, the workers' supportive perceptions are derived from the demographic and socio-cultural settings in which employees accomplish their daily work (Aselage and Eisenberger, 2003; Eisenberger and Johnes 2004; Rhoades and Eisenberger, 2002; Gyekye and Salminen, 2009).

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[11] "To the extent that the POS–felt obligation association is due to the norm of reciprocity, the strength of this association should be influenced by employees' acceptance of the reciprocity norm as a basis for employee–employer relationships" (Rhodes and Eisenberger, 2002, P, 711.)

Organizational theorist identified that POS is directly associated with the employees work behaviours by developing a sense of obligation (felt obligation) that leads to reciprocation. Further, how employees pay-back to the organizations is also dependent on the favourable treatments received by them from their organizations (Gouldner,1960; Eisenberger et al., 2001; Rhoades and Eisenberger, 2002). Recent researches proved that the implication of employee's voluntary pay-back is dependent on the ultimate impact of POS on employees (Bartol, 2007; Emerson, 2013; Moorman, Blakely and Niehoff, 1998).

To date, perceived organizational support construct has received significant attention in mediating and predicting various employees work outcomes in different industries (Aselage and Eisenberger, 2003; Bartol, 2007; O'Donnell, Jayewardene and Jayakody, 2010; Eder and Eisenberger, 2007; Eisenberger, 2002; Eisenberger and Johnes, 2004; Eisenberger, 2014; Rhoades and Eisenberger, 2002). It seems to be a very useful framework for understanding the workers' relationship with their employers. Yet, the mediating mechanism by which POS influences the employees work outcomes and the moderating effect imposed by the control variables that determine the boundary conditions of POS theory, continue to require empirical examination (Bartol, 2007; Gyekye and Salminen, 2009; Brougham and Haar, 2013).

Researchers examined the relationship between POS and distinct employees' work outcomes consecutively in Sri Lanka (Wickramasinghe, 2011) and the Middle East (Muhammad, 2014), but neither evaluated the overall impact of POS in the light of demographic and socio-cultural parameters nor developed a comparative view in terms of understanding the similarities and differentiations. The proposed comparative research study in Sri Lanka and UAE leads to satisfying the aim of this research by developing the POS-ITO model based on suggesting the ways to improve work outcomes through a better understanding of how employees perceive organizational support because the progressive development of ITO industry has characteristically been highly global (Mitra, 2013). This is one of the primary value-addition that has been brought by this research.

It is widely acknowledged that the mediating process via POS influences employees' work behaviour and attitude (Bartol, 2007; Emerson, 2013; Moorman, Blakely, and Niehoff, 1998). Despite the utility of this finding, the researcher argues that this was an individual research study investigating the relationship between POS and the work outcomes, where

mostly standardised and routine jobs were performed. Thus, there is a need to demonstrate how the mediating feature of POS holds work outcomes. In fact, the ITO industry is a rich source for accessing and examining workers collaboration where rapid changes are usual (Bartol, 2007; Drucker, 1999, 2006; Carmel and Tjia, 2005; Mitra, 2013). One objective of this research is to scrutinise the mediating role of POS via felt obligation among ITO employees, namely knowledge workers (Drucker, 1999, 2006).

Established researches (Eder and Eisenberger, 2007; Eisenberger, Armeli, Rexwinkel and Rhoades, 2001; Eisenberger and Johnes, 2004; Eisenberger, 2014; Kurtessis et al., 2015; Lambert, 2000) around POS were mostly conducted in the West. Thus, the derived research findings and the conclusions of those researches can only be used to predict, influence and possibly enhance the employees' work outcomes pertaining to those environments that exist in the West. Further, the established researches data were collected in the industrial, insurance, textile and small and medium enterprise industries. Hence, the researcher argues that the data collected, analysed and interpreted could only be used to resolve any business problem or develop competitive intelligence pertaining to those industries only.

The ITO as an industry is increasingly global but unique; the rapid and global changes are inevitable. Changes such as the introduction of new technologies, new product development, business innovation and process are very common in the ITO industry (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Both Sri Lanka's and UAE's ITOs are no different from the global ITO dynamics but in two distinct demographic and socio-cultural landscapes(Sivalogathasan and Xiaobo, 2013; Mitra, 2013). Sri Lanka government has ensured that they have already taken necessary national initiatives to ITO and the industry is set to become the highest income earner for the country by 2020 (SLASSCOM and ICTA, 2016). In that point of view, the researcher claims that the existing paucity of research about POS and its impact pertaining to Sri Lanka's context possibly be viewed as a critical theoretical gap. Because they have limited know-how about to what extent POS impacts the daily life of 60,000 to 150,000, who are employed in more than 300 ITO companies, in Sri Lanka is yet to be explored (SLASSCOM, 2016).

In UAE, as per the Gartner (2012), about half a million ITO workers could be impacted as well as ITO workers in Sri Lanka. Further, if ITO organizations fail to implement the appropriate mechanism to develop POS as per the changing context, then the

chances are they would fail to produce pre-planned, adequate and beneficial organizational oriented employee work outcomes. To fill this gap in the literature, this research examined how POS interacts with demographic and socio-cultural factors and compares how the differences in demographic and socio-cultural parameters moderately influence the effect of POS on employee work outcomes in Sri Lanka and UAE.

In ITO, human capital is the principal asset and critical to achieving competitive performances (Elmuti, Grunewald and Abebe, 2010; Drucker, 1999, 2006). Employers make a significant attempt to retain their employees in Sri Lanka due to its limited knowledge workers, also to best manage the increasing turnover rate (Avgerou, 2010; Jayaweera and Thelijjagoda, 2009). Further, there is a growing scale displacement of executive employees (Sri Lankan living abroad) towards Sri Lanka from abroad due to upgraded technological competencies and skills (demographic cash cows) (SLASSCOM, 2016). Also, the end of civil war in Sri Lanka assures that the political stability and it greatly allures the displacement of highly skilled ITO professional worldwide (Sri Lankans) towards the island (Jayaweera and Thelijjagoda, 2011).

The researcher anticipates that to retain employees for a long term, ITO employers could capitalize on POS because the previous empirical findings of POS indicated that the POS is a well-established construct, aimed to predict and generate wide ranges of employees' work outcomes according to the organizational climate (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). POS construct can be utilised to generate practical, workable and beneficial employees work outcomes desired by employers (Aselage and Eisenberger, 2003; Eisenberger and Johnes 2004; Holmgren and Jonsson, 2013; Kurtessis, 2015). Further, the theory predicts that, to the extent they perceive their organization's support, employees reciprocate by acting in its interests (Aselage and Eisenberger, 2003; Eisenberger, 2002; Eisenberger and Johnes, 2004; Krishnan 2012; Rhodes and Eisenberger, 2002; Muhammad, 2014; Kurtessis and Eisenberger, 2015). Hence, the researcher predicts that implementing the POS construct according to the demographic and socio-cultural settings could diminish the existing challenges such as increased employee turnover and stress faced by the ITO workers in emerging economies (Avgerou, 2010; Jayaweera and Thelijjagoda, 2011).

The exiting labour pool in Sri Lanka is not large enough to cope up with the globalised and increasing demand for ITO (Kearney, 2014; Sri Lanka Labour Force Statistics, 2015). Further, they are targeting the migrant workers to return to the Island to fill the gap in the labour pool as one of the alternatives (SLASSCOM, 2016; Jayaweera and Thelijjagoda, 2011). However, the migrant workers' work-oriented perceptions from the cross-cultural background need to be regulated and best managed, if Sri Lanka's ITO is committed about their growth and retaining the migrant work-force in Sri Lanka (Bartol, 2007; Gyekye and Salminen, 2009; Brougham and Haar, 2013). Hence, the ITO employers can invest in adapting POS-based practices in order to build human capital capabilities, via a regulated mechanism, in Sri Lanka. In that point of view, POS is critical to reaching Sri Lanka's target of US$1bn by 2020 (SLASSCOM, 2016).

It could be argued that managers often don't know how to consistently show their employees that they are valued by their organization (Aselage and Eisenberger, 2003; Eisenberger, 2002; Eisenberger and Johnes, 2004). They have relatively limited know-how about what measures and mechanisms to be used to signal employees that they are being valued (Eisenberger, 2002; Eisenberger and Johnes, 2004; Kurtessis et al., 2015). Managers often unknowingly or unwillingly do the opposite without giving any regards to employees' work outcomes (Rhoades and Eisenberger 2002). However, the bottom line is that if the organizational leaders, managers and the supervisors don't know how to signal their workers to accrue POS among employees, then first they need to be given awareness about it. Second, the organization should adopt a workable model to promote POS daily in their work environment.

Similarly, the researcher would like to argue that what cannot be measured cannot be controlled in organizations in terms of the antecedents of POS, POS itself and Outcome of POS. Hence, there is a need for organizations to explore simple, workable, adaptable and results-driven POS-based model which communicates a clear message to the employees that they are being valued to an adequate level which in turn that assures beneficial work outcomes both for organizations and the employees.

2.2.1 Summary of Key Established Researches on Perceived Organizational Support

The below-incorporated table-3 specifies the established researches about POS, the authors, aims, methodologies adopted and those significant contributions. By capturing the synthesis of the core literature on organizational support, the researcher developed the conceptual model, integrating the antecedents and the consequences of POS (see chapter 3).

As stated the below-incorporated table summarizes the examination of organizational support literature by various authors in the West, Middle East and Asia from 2001 till 2019. Thus, it is a body of literature demonstrating the deploy-ability of POS constructs globally across various globalized industries, targeting different types of workers for predicting employees' work outcomes.

Year	Authors	Aim (S) Of Research	Key Research Question (s)	Method(s) Used For Data Analysis	Significant Contribution(s)
2019	Alnaimi and Rjoub	The aim was to develop drawing on psychological ownership and social exchange theory.	What is the nexus between POS, psychological entitlement and its combined impact on extra-role behaviour?	Confirmatory factor analysis.	Examined the combined impact of POS and psychological entitlement and its combined impact on extra-role behaviour using large a sample size.
2019	Li Sun	The aim was to examine the latest research progress of POS.	What is the current state of POS in terms of predicting various work outcomes?	A Meta-Analysis Review and Evaluates the variables scale.	Investigated the direct and indirect impact of POS on various employees work outcomes across global industries. The key emphasis on POS, psychological contract and Measurement of POS using various scales.
2018	Lujie Liu	The aim was to examine the reciprocity principles of POS.	How does POS synchronize with the social exchange and reciprocity principle?	A literature review on POS measurement scales.	Various measurements scales on POS, social exchange and reciprocity principles were investigated.

2017	Barzoki and Rezaei	The aim was to examine the empirical relationship between perceived organizational support and employees' work outcomes.	How does POS impact employees work outcomes?	CFA using LISREL.	Examined the impact on employee's work outcomes using minimum factor loading 0.60.
2015	Kurtessis et al.	The research aimed to test the validity test the validity of the POS construct and its predictions concerning both the antecedents of POS and its consequences.	How does POS mediate the effect between the antecedents and consequences of POS?	Random-effects meta-analytic procedures and formulas described by Hunter and Schmidt (2004).	Empirically validated the mediating characteristic of POS from 558 studies via hypotheses involving social exchange, attribution, and self-enhancement. Also tested the robustness of POS construct, utilizing the OST.
2015	Dr. Yan	The aim was to undertake a research study, which examines the influence of POS on returned teachers from universities.	How does POS contribute to proactive personality on re-entry adjustment for returned teachers from universities?	SEM-based on CFA.	Discussed the empirical implications of POS from general, work and interaction environment individually from 229 returned teachers from universities.

2014	Muhammad	The purpose was to examine the relationship between perceived organizational support, affective organizational commitment, and employee citizenship behaviour in Kuwaiti business organizations.	Does the organizational commitment moderate the mediating effect of POS?	SEM, path analysis (PA) and CFA.	The research study provided empirical evidence for the mediating role affective organizational commitment in the relationships between perceived organizational support and organizational citizenship behaviour and job satisfaction.
2014	Pattanayak and Chhabra	The purpose of the study was to evaluate the critical impact of POS on employees' work outcomes: A study of insurance sector in India.	How do job satisfaction and affective commitment mediate the effect of POS on OCB and turnover?	SEM.	Empirically validated the role of POS and how POS affects OCB and job satisfaction by influencing an employees' affective organizational commitment and if this commitment prompts the reciprocation of positive work outcomes, in the insurance sector.
2014	Neves and Eisenberger	The aim of the research was to investigate the role of POS for employee risk-taking through its	Does POS influence risk-taking behaviour among managers in the promotion of	SEM, CFA and Exploratory Factor Analyses (EFA)	Emphasized the role of POS on failure-related trust among subordinates and supervisors which, in turn, was related to subordinates'

		association with greater trust among supervisors and subordinates that the organization will take into account the individual's intent to be helpful in the case of failure.	subordinates' risk-taking behaviours?		risk-taking.
2013	Emerson	The purpose of this research was to investigating mediating role of POS between organizational culture and both job satisfaction and turnover intention.	How does POS serve as a mediator between organizational culture and both turnover intentions and job satisfaction?	SEM, PA and CFA.	Critically examined how POS associates with organizational culture and to what extent it can influence the role of culture in the organization.
2013	Sivalogathasan and Xiaobo	The research study was focused to evaluate the employer- employee work exchanges among IT workers, in Sri Lanka.	How does POS influence the social and economic exchanges among workers?	Multiple Regression Analysis (MRA)	Accentuated the need for BPO employers to evaluate the employer-employee relationship using POS and both the economic and social exchange.
2012	Krishna and	The aim of the study was to explore the factors	How does POS mediate the relationship between	SEM, PA and CFA.	Highlighted the strategic importance of integrating a wide range of HR

	Mary	influence POS and how POS associates between both antecedents and consequence of POS.	both antecedents and consequences of POS?		practices with POS construct to foster the employer-employee relationship.
2011	Miao and Kim	The aim of the research was to examine the relationships of POS and job satisfaction with OCB and task performance in China	How do POS influence job satisfaction, OCB and task performance among Chinese workers?	SEM, Exploratory Principal Component Analysis (EPGA) and EFA.	Signified the importance of adapting the generalised POS construct to the context of China.
2010	Colakoglu, Culha and Atay	The purpose of the research was to analyse the mediating effect of job satisfaction on the relationship between POS and dimensions of organizational commitment.	Does job satisfaction mediate the relationship between POS and organizational commitment?	SEM and EFA.	Critically examined the role of job satisfaction and its influence on POS and organizational commitment. Also, fulfilled the paucity for POS related studies in the hotel industry.
2009	Gyekye and Salminen	The core aim of this study was to explore the role of	How do the demographic and socio-cultural factors	SEM, CFA and MRA.	Highlighted the strategic importance of integrating the demographic and

		socio-cultural values on POS in the African context.	moderate the impact of POS on employees' work outcomes?		socio-cultural variables while adapting the POS construct to the African context.
2008	Bartol	The aim of the study was to test the mediating role of felt obligation linking POS and several employees' work outcomes.	Does POS mediate the moderated impact and influence employees' work outcomes?	SEM, CFA and MRA.	Emphasized how mediation effect of POS influences several employees' work outcomes, among knowledge workers. Stressed the need to establish boundary conditions for perceived organization support theory.
2007	Riggle	The purpose of this research was to build and test a model that integrates the organizational climate variables and their direct and indirect impact on employees' psychological and behavioural outcomes.	How organizational climate variables impact employees psychological and behavioural work outcomes.	SEM, CFA and MRA.	Empirically validated how salespeople are influenced by support from the organization and its impact on employees' work outcomes. Provided suggestions for managing those perceptions of support.
2004	Eisenberger et al.	The core aim of this study was to identify valid bases for integrating POS	How the POS construct can be integrated with	SEM, CFA and MRA.	Highlighted the importance of relationships between POS and employee socialization, employee

		construct with social-exchange.	distinct social exchanges.		attributions of positive valuation by the organization, contingent employment relationships, and strategic human resources management.
2004	Liu	The aim was to coherently integrate POS and various human resource management practices with important employees work outcomes.	What HR and management practices should be linked with POS to generate adequate employees work outcomes?	SEM, CFA and MRA.	Linked by incorporating HR practices as antecedents of POS, POS itself and various employees' work outcomes. Empirically investigated the mediating pattern of felt obligation, its association with POS and the overall impact on work behaviours.
2003	Aselage and Eisenberger	The purpose of this research was to coherently integrate both POS and psychological contract construct.	Why does the integration of both POS and psychological contract construct to study the employer-employee relationship?	SEM.	Emphasized the criticality of integration of POS and psychological contract constructs to gain a complete understanding of the establishment and maintenance of employee–employer relationship.
2002	Rhoades and Eisenberger	The aim was to comprehensively review	How does POS personify the employee-employer	SEM, PA and MRA.	Specified the mediating role of POS in the relationship between various

		the interaction of POS between both antecedents and consequences of POS based on 70 research studies.	relationship?		types of work outcomes that are beneficial to employees and the organization. Examined the direction of causality in the relationship of POS with antecedents and consequences.
2001	Eisenberger et al.	The aim of the study was to investigate the reciprocation role of POS with in-role and extra-role behaviours.	What is the critically of reciprocating nature of POS with in-role and extra- role behaviours?	SEM, CFA and MRA.	Revealed that POS was positively associated with felt obligation, in turn, felt obligation mediates the association of POS with employees' work outcomes. The relationship between POS and felt obligation was found an increasing function of the reciprocity norm.

Table 3 Specifies the Established Researches on POS, Methods Used for Data Analysis and Significant Contributions.

2.3 Moderating Role of Demographic Factors

The importance of demographic factors and their association between POS is arguably well-established in humanities and organizational literature (Rhoades and Eisenberger, 2002; Gyekye and Salminen, 2009; Brougham and Haar, 2013; Colakoglu, Culha and Atay, 2010). The word [12]'demography' (derived from the Greek, which indicates "description of people") is the study of human sample. This discipline scrutinizes the size, composition and as well as the movement of population (Goldberg et al, 1998; Kaur, 2013; Wikiversity, 2016; Wikipedia Contributors, 2019).). An extensive body of knowledge on those demographic variables such as (a) age, (b) gender, (c) marital status, (d) education, (e) organizational tenure and (f) job role and their close association with POS were found significant but varies as the context changes (Gyekye and Salminen, 2009; Colakoglu, Culha and Atay, 2010).

Demographic variables are viewed as moderating variables; the degree to which the demographic variables exert influence on POS differs, contingent to a particular context (Gyekye and Salminen, 2009). Further, the demographic variables are closely associated with the organizational studies such as workers perception, attitude and distinguished employees' work outcomes (Rhoades and Eisenberger, 2002; Gyekye and Salminen, 2009; Brougham and Haar, 2013; Colakoglu, Culha and Atay, 2010; Tsui and Reilly, 1989). Hence, the basis of association must be considered as valid to explain the moderated impact of POS, on employee's work outcomes (Gyekye and Salminen 2009; Brougham and Haar, 2013).

2.3.1 Moderating Role of Demographic Factors in the Context of Sri Lanka

According to a research study conducted in Africa states that established employees, elder employees, married employees, comparatively upper educated employees and managerial workers (supervisors) expressed greater supportive perception towards their work organization (Gyekye and Salminen, 2009). In contrast, a review of literature supported by

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[12]"Demography literally translated from the Greek term means a description of people. On the other hand, the United Nations (UN) Demographic Dictionary describes demography as the scientific study of human populations primarily with respect to size, their, structure and their development" (en.wikiversity.org/wiki/Demography, 2016).

Rhoades and Eisenberger (2002) specifies that demographic variables of workers such as age, education, gender and tenure showed a mild relationship with POS (p.708). It was also evident that very less attention was paid to examine the relationship between the employees' demographic characteristic and POS. These studies empirically validate that the effect of POS on employees' work outcomes is contingent on the unique demographic compositions. Thus, the researcher constructively argues that a comparative research study is essential in order to fulfil the existing knowledge gap, about how demographic variables associated with POS in emerging economies.

The ITO industry has become a dependable global industry which can bring significant monetary benefits to Sri Lanka (Sivalogathasan and Xiaobo, 2013; SLASSCOM 2016; ICTA, 2016). With regards to the age factor, Sri Lanka's ITO industry has a unique composition. The average age of an ITO employee is around 25 years. About 59% of the workers engaged in ITO services in Sri Lanka are 18-24 age group, another 30% in the 25- 35 age bracket, 8% of the workers belong to 36-45 age group and only about 3% of the workers fit in 45 or more age group (ICTA, 2008). Further, it was interesting to compare how the composition of age has evolved with the natural changes happening radically in the ITO.

Sri Lanka's working population is about 40% or less of the country's total population (Jayaweera and Thelijjagoda, 2009). As of today, despite the male workers' dominance, only about 70,000 knowledge workers are employed (SLASSCOM, 2016). Sri Lanka's ITO needs to find workable strategies to increase the existing capacity of knowledge workers to cope up with the industry demands. Hence, they could provide substantial opportunities to specifically female workers to overcome the existing scarcity for knowledge workers. However, the previous research findings specified that female workers express less supportive perceived organizational support compared to their male counterparts (Gyekye and Salminen, 2009). This is quite unfortunate because Sri Lanka's ITO workforce need increasing numbers of female workers to cope up the existing growth of the industry (Jayaweera and Thelijjagoda, 2011; Silva, Udawatta and Nanayakkara, 2011; ICTA, 2006). Therefore, there is a critical need to understand how gender differences moderate the effect of POS on employees' work outcomes.

Sri Lanka targets the potential migrant workers to bring them back to the country in order to fulfil the existing scarcity for knowledge workers (Jayaweera and Thelijjagoda,

2009). These potential migrant workers are Sri Lankan, who were migrating to Western countries due to the country's ethnic conflict that lasted over more than three decades (Jayaweera and Thelijjagoda, 2009). If this paradigm shift becomes a reality, how the migrant workers will perceive the organizational support is yet to be known.

Marriage is a basic foundation in most of the societies, but in Sri Lanka, it is viewed as promising, positive and occupies an essential place across distinct communities (Morgan, 2012). Further, it is viewed by the main religion in the country as a mean to establish a person's lineage (Fernando, 1980). For a Sri Lankan, marriage is a dream. Family relationship and social relationship are built, extended and maintained via the vehicle. A person who doesn't take participation in fulfilling the marriage is viewed as a social anomaly (Fernando, 1980). In Sri Lanka, getting married uplifts a person to a respectable-status. Gyekye and Salminen (2009) argue that married workers express more supportive perception compared to their unmarried counterparts, in Africa. In this point of view, the researcher argues that it is feasible for Sri Lanka's ITO companies to invest on married female workers increasingly to overcome the existing scarcity for knowledge workers with the motive of generating adequate work outcomes.

Sri Lanka's ITO average workforce is a hundred (100) per company. Half of the (50%) of the employees hold GCE(A/L) as their highest qualifications, about fifteen (15%) of the employees are graduates, about nine (9%) of the workers have IT-related diploma level qualifications, thirteen (13%) of the workers gained IT professional qualifications and about twelve (12%) of the workers have other qualifications (ICTA, 2008). Despite the ITO holding a large percentage of GCE(A/L) holders as the work-force, they cite 'fresh graduates' as the minimum industry qualifications (ICTA, 2008). However, the workforce's educational composition dramatically changed over the last five years due to increase in awareness and demand in Sri Lanka's ITO (Sri Lanka IT-BPM Industry Review, 2014 and 2015; ICTA, 2015).

As of today, Sri Lanka produces about 4,000 IT graduates per annum to be employed in Sri Lanka's ITO. Previous researches that were conducted in the West, Africa and New Zealand indicate that the higher educational qualification leads to an adequate level of POS (Rhoades and Eisenberger, 2002; Gyekye and Salminen, 2009; Colakoglu, Culha and Atay, 2010). However, as stated, there is a need for Sri Lanka's ITO organization to examine the

latest educational landscape of ITO to influence the workers' perception. Recognising and describing the mechanism in which education influences the workers' supportive perception is critical because this could facilitate organizational planning and possibly lead to contribute to the organization's economy (Gyekye and Salminen, 2009). ITO employees treat education as an asset. Further, due to organizational demands, they aim to consistently upgrade their qualification as they progress (Carmel and Tjia, 2005).

Organizational tenure is another critical demographic aspect which stimulates the effect of POS on employees' work outcome, in distinguished context. Previous researchers have indicated that the employees who stay with the organization for a longer period of time express more supportive perceptions than the short-tenured employees (Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002). But researches conducted in Sri Lanka's ITO reveal that the industry is faced with poor employee retention and increased turnover challenges (Jayaweera and Thelijjagoda, 2011; Sivalogathasan and Xiaobo, 2013).

Scholars argue that long-tenured workers generate more efficient work outcomes in ITO because their skills get mature as they progress (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Research studies indicate that employees staying longer in the organizations not only express adequate supportive perception but also tend to help their fellow workers, express positive attitude and are prepared to go beyond their formal role and responsibilities to deal with stressful situations (Aselage and Eisenberger, 2003; Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002). Sri Lanka's ITO industry is rapidly growing. Reports revealed by the country's ICT agencies have indicated that seventy-six percentages (76%) of the ITO companies are seriously looking for expansion. The researcher argues that this phenomenon demands and favour long-tenured workers to generate efficient work outcomes.

The manner in which employees payback to the organization is dependent as to what extent they are being valued by their respective organizations (Kurtessis et al., 2015).The researcher believes that the longer the knowledge workers stay with the organizations they come across more windows of opportunities to gain benefits such as recognition, respect, pay, promotions and access to quality information (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). These benefits are seen as dependable resources (aid) available for them to rely upon to deal with stressful situations (Rhoades and Eisenberger, 2002). Longer

employee tenure leads to the development of an adequate level of POS among knowledge workers, subsequently resulting in beneficial work outcomes that benefit not only the organization but also the employees (Rhoades and Eisenberger, 2002).

Managerial employees' supportive perceptions are critical for organizations to determine the overall employees' work outcomes. Because when the managerial employees have grater supportive perception towards their work organization, it positively influences the subordinate workers' POS (Eisenberger, 2002). Following the accelerated growth of ITO, the employees' are likely to be promoted to the upper level of the organizations in double quick time, relative to other industries (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Hence, the managerial workers' POS needs to be prioritised and to be sensitively managed.

Sri Lanka's ITO is comprised of 300 hundred ITO companies (Sri Lankan IT-BPM Industry Review, 2014; Jayaweera and Thelijjagoda, 2011; Srilankabusiness.com, 2016). One could argue that the industry has enough opportunity for employees to come from their career ladder, gain enhanced role and responsibility, which assure them personal tangible benefits (Jayaweera and Thelijjagoda, 2009). Researchers have examined the antecedents and consequences of POS and have indicated that the superiors express more supportive perceptions than their subordinates (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002).

However, these conclusions were derived primarily in a Western environment where the researches were conducted in a large business organization (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003; Bartol, 2007; Burnett et al., 2015; Eisenberger and Huntington, 1986; Eisenberger, Armeli, Rexwinkel and Rhoades, 2001; Eisenberger, 2014). But recent research that was conducted in Africa indicates that the larger the work organization the lesser the supportive perception (Gyekye and Salminen,2009). Sri Lanka's ITO managerial workers and their subordinates should express more supportive perception relative to the managerial workers and their subordinates in the West. This is because Sri Lanka's ITO landscape is comprised of small and medium-sized companies.

2.3.2 Moderating Role of Demographic Factors in the Context of UAE

The demographic compositions of UAE place the country entirely on the opposite side of Sri Lanka. UAE is viewed as the global hub for ITO due to its natural geographical location (Gartner, 2012; Balakrishnan, 2009; Hazem, 2015; Vodanovich, 2010). UAE's proximity to the West (onshore) and Asia (offshore) enabled most of the ITO giants to set up their Project Management Offices (PMO) in UAE, which bridges the onsite and offshore in terms of managing the requirements, deliveries and expectations of the clients, traditionally located in the West (Gartner, 2012; Carmel and Tjia, 2005).

UAE's revolutionary projects like Internet City (dedicated for IT operations) and Free Trade Zones (FTZ) have attracted many ITO companies to invest in ITO projects with the motive of harvesting monetary benefits (Shayah and Qifeng, 2015). These FTZ are comprised of primarily managerial workers who are responsible for mainly managing the projects between the onshore and offshore.

UAE's global workforce belongs to a relatively lower age group (Gallacher, 2009; Tradingeconomics.com, 2019). About 70% of the workforce are expatriates, their primary motive to work in UAE is monetary (Avgerou and Walsham, 2000; Gallacher, 2009; Gulf Research, 2016; Lahmeyer, 2001). The past researchers have validated that young workers express less supportive perceptions than elder workers (Gyekye and Salminen, 2009; Colakoglu, Culha and Atay, 2010). Nevertheless, the researcher argues that even the younger workers' (expatriates) possibly would show grater supportive perception towards their work organization because if they are dismissed from their job, they are going to lose the right to live and work in UAE. Thus, there is a general tendency even among young knowledge-workers to show high supportive perception towards their organization to sustain within the UAE's legal requirements.

In the UAE, the composition of the workplace is drastically different compared to Sri Lanka. Men are highly exposed to work than women (Gallacher, 2009; Al-Hadhrami, 2013; Al-Khazraji, 2009; Migration Policy Centre, 2015). There is a gender disparity, unlike Sri Lanka (Vodanovich, 2010) which could be viewed as a unique feature experience by the ITO of UAE (Al-Hadhrami, 2013; EUIAGR, 2015; Vodanovich, Urquhart and Shakir, 2010; Stephens, 2009). A researcher (Gyekye and Salminen, 2009) who examined the association

between POS and the gender indicated that men workers express more supportive perceptions or high level of POS than their women counterparts. A unique composition of gender in the UAE could possibly bring competitive advantage to the companies operating in UAE relative to Sri Lanka, due to the greater perception among male workers.

Marriage is the one and only way to establish one's lineage, in UAE (Migration Policy Centre, 2015; Rashad, Osman and Fahimi, 2005). Thus, men and women in Emirates are naturally married in their early twenties (Rashad, Osman and Fahimi, 2005). Marriage is well regulated in Emirates, which imparts recognition, respect, prestige and societal approval. Arguably, marriage is a centric part of family life. Emirati's wedding tradition associates with extravagant reception and expensive gifts to the bride as part of the UAE's customary (Rashad, Osman and Fahimi, 2005; Al-Hadhrami, 2013). When Emirati workers produce their marriage certificate to their work organization, the work organization should enhance their existing scale to the next level (married workers' scale) to comply with the legal requirements (Migration Policy Centre, 2015). This unique phenomenon enables ITO firms to deal with a higher percentage of young but married workers relative to Sri Lanka. Nevertheless, married workers expressed more supportive perception compared with their unmarried counterparts (Gyekye and Salminen, 2009). That point of view promises a high level of supportive perception among knowledge workers, overall (Drucker, 1999, 2006), in UAE.

UAE's ITO environment is within very close proximity to the global ITO landscape (Carmel and Tjia, 2005). A high percentage of the work-force has degree level or equal professional qualifications in Information Technology (IT), in certain cases, the lower-tier employees are furnished with higher diploma or diploma level qualifications in the domain of information technology (Gallacher, 2009; Al-Hadhrami, 2013; Al-Khazraji, 2009). As stated previously, higher the educational qualifications greater the POS among the workers (Gyekye and Salminen, 2009).

UAE is an early adapter in terms of bringing in new technologies, process mechanism and business innovations (Vodanovich, Urquhart and Shakir, 2010; Mitra, 2013; Morgan, 2012). This places them ahead of the competition relative to any other country in the Middle East. Due to the highly competitive work environment, if the employees underperform, the chances are they will be out of the job sooner than they think, due to enough labour supply.

The researcher anticipates that the organizations may be less concerned about employee retention possibly due to enough supply, unlike Sri Lanka. It was validated by the previous researches that the relatively longer-tenured workers express more supportive perceptions. However, one could argue the oversupply of knowledge workers in UAE enables ITO companies to be less concerned about the beneficial outcomes the employee long-tuner can bring in. The proposed research study attempts to compare how POS associates with the demographic variables in Sri Lanka and UAE. The demographic variables under the investigations are age, gender, marital status, tenure, employee's job role and educational status.

2.4 The Significance of Socio-cultural Values in Changing Context

The differences in socio-cultural values are manifested throughout a society (Hofstede, 2011). Thus the socio-cultural factors can be cited as explanatory variables to describe the difference in culture (Gamage and Wickramasinghe, 2012). Socio-cultural values are empirical as they describe a variety of opinions, beliefs and behavioural contextual characteristics (Hofstede, 2001; 2011; Spencer-Oatey, 2012).

Sanderson (2010) defines the socio-cultural factors accountable for describing people behavioural patterns and mental processes as moulded in part by their social and/or cultural interaction. Gyekye and Salminen (2009) view socio-cultural variables as they provide explanations for understanding various thoughts, attitudes, dogmas, and actions of social life. To investigate the impact of socio-cultural variables numerous researches have used Hofstede's (1994, 2002) 'seven cultural dimensions' as a model to empirically describe a particular context (Al-Hadhrami, 2013; Gyekye and Salminen, 2009; Kumarasinghe and Hoshino, 2003), because, Hofstede's model has the necessary elements to explain the behavioural pattern of a society restricted by physical boundaries.

A research study which critically evaluated the work-oriented perceptions in the light of socio-cultural settings in Africa reveals that the worker's work orientation, including supportive perceptions of workers, are contingent on individual and contextual characteristic (Gyekye and Salminen, 2009). Culture is defined as the collective programme of the mind by that differentiates the members of one group from another (Hofstede, 2001). Socio-cultural

values of a society are viewed as the collective phenomenon, though it can be linked to different groups, tribes and individuals. Nevertheless, a particular society's culture resides unconscious (Hofstede, 2002 and 2011; Hofstede and Minkov, 2010; Kundu, 2001).

Hofstede identified seven (7) different types of meaningful national cultures, describing six (6) key dimensions; such as Power Distance (PD), Uncertainty Avoidance (UA), Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation, and Indulgence/Restraint., based on the hierarchical cluster analysis conducted among IBM employees across 60 countries (Hofstede 2001 and 2011). Based on that empirical analysis, he developed seven meaningful culture areas; namely, Nordic, Anglo, Germanic, Near Eastern, less developed Africa, less developed Asian, and less developed Latin America.

In organizational literature, most of the POS researches were carried out in Nordic and Anglo cultural settings (Gyekye and Salminen, 2009). SMEs of cultural studies view these cultures quite similar within the six-dimensional views such as low power distances, high values on individualism, proximity to medium in uncertainty avoidance and high on feminineness.

Sri Lanka and UAE remain entirely on the opposite scale of cultural dimensions (Hofstede, 2001 and 2010). Thus, the conclusions derived from those researches from Nordic and Anglo cultural settings cannot be adopted as it is when implementing POS construct to any other cultural dimensions. Because the manner in which employees perceive organizational support depends upon the value systems imparted by the culture (but not limited to religion, language and ethnicity) and which is distinct relative to any other cultural dimensions. Further, there is a paucity of researches in less developed Asia (Sri Lanka) and Near Eastern (UAE). Though both the countries' economies are growing at a rapid phase, the UAE's ITO industry has great industry attractiveness relative to Sri Lanka (Carmel and Tjia, 2005; Forstenlechner, 2008) .

Edward T. Hall (1976) classified cultures based on how people communicate; in to high context (much of the information of communicating is implicit) and low context cultures (nearly much of the information of communicating is explicit). Based on the way of communicating, UAE remains within very proximity to the high context culture whereas Sri Lanka exists in proximity to the low context culture. Nevertheless, the differences in practices are respected by their societies for unconscious values (Hofstede, 2011). How the

socio-cultural factors associate with the worker's supportive perception in high context and close to lower context culture need a thorough investigation to understand the differentiations about how the moderated effect of POS impact the employees' work outcomes.

Socio-cultural values are established by a society in which the workers spend their day at work (Gamage and Wickramasinghe, 2012). However, cultural scholars described that socio-cultural factors pertaining to a particular nation transcend natural influences and play a significant role in workers behavioural pattern, provide empirical and contextual information for understanding, identifying and interpreting workers and organizational behaviours (Adler, 1997; Hofstede, 2001).

Arguably, it is practical to assume that each country generates and carries their own set of socio-cultural values which could be closely associated with how POS is formulated and the manner in which it impacts the employees work outcomes (Gyekye and Salminen, 2009; Brougham and Haar, 2013). Hence, the researcher would like to argue that Sri Lanka's and UAE' socio-cultural factors need to be closely integrated when evaluating the impact of POS on employees' work outcomes (Hofstede, 2011). Else, adapting POS construct towards a particular context remains inconclusive (Gyekye and Salminen, 2009). Thus, identifying the differences in socio-cultural values to resolve business problems is vital rather than opposed to viewing them as factors causing problems in organizations (Adler, 1997).

If favourable work outcomes of employees are achieved by embedding distinct cultural values, then they can be treated as a reliable source to create advantages for business organizations. Hence, the researcher believes that it is strategically important from an organizational perspective to not only develop a dependable knowledge about how socio-cultural factors associate with POS but also to formulate the POS-ITO model to generate productive employees' work outcomes. Organizational support theory which focuses on the concept of POS doesn't give great emphasis to cultural variables. So as a researcher, I believe the existing POS literature is insufficient concerning how POS construct should be adapted, to a particular context.

2.4.1 The Significance of Socio-cultural Factors in the Context of Sri Lanka

According to cultural experts, Sri Lanka positions in 'less developed Asian' dimension (Hofstede, 2011). If we explore Sri Lanka's socio-cultural values through the six-dimensions identified by Hofstede (2011), Sri Lanka is relatively high in power distance. PD is described as the psychological distance that exists between the superiors and the subordinates, at work. This indicates in ITO that superiors exert power and possess that gap open. However, OST argues bigger the mental gap between the superiors and subordinates the lesser the reciprocity norm, thus lesser the POS (Rhoades and Eisenberger, 2002).

Sri Lanka is a hierarchical society where powerful ITO organizations gain power unequally relative to the less powerful workers, who work for them. This occurrence potentially places the workers unwilling to express not only their views but also specifically the disagreements with their bosses (Hofstede, 2011). Organizational researchers expressed that employees prefer to work for managers who take decisions responsibly and direct the subordinates to what to do (Gyekye and Salminen, 2009; Hofstede, 2011). However, OST stresses that thinner the attributional process underpinning the development of POS, the lesser the supportive perception of workers towards their work organization (Aselage and Eisenberger, 2003; Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002). In this socio-cultural setting, how Sri Lanka's ITO companies enable their employees to perceive adequate POS is questionable.

Sri Lanka as a society is faced with the centralisation of power, where the superior or managerial workers are vested with power from their top management enabling them to guide and provide directions to subordinates to carry out work-related tasks. The centralisation of power enables a centralised decision-making structure and leads to autocratic leaderships in the organizations (Hofstede, 2011; Gyekye and Salminen, 2009). While the top management of the ITO organizations is usually highly educated, experienced and entitled to company privileges and fringed benefits, the subordinates are comparatively less educated and have limited access to company privileges and monetary benefits (Jayaweera and Thelijjagoda, 2011; Harter et al., 2010). This visible differences in power, company status and monetary benefits may widen the gap further between the superiors and subordinates (Jayaweera and Thelijjagoda, 2011; Silva, Udawatta and Nanayakkara, 2011).

The ITO organizations' value system is high on masculine (men dominance) in the context of Sri Lanka (SLASSCOM, 2014; Hofstede, 2011). Even though women workers are highly respected, the gender hierarchy enables men workers to dominate usually the top management while the women workers settle typically in the middle and lower-level management (Jayaweera and Thelijjagoda, 2011; SLASSCOM, 2014). Winning, achieving and generating success stories are viewed as great habits in this work environment, where performance is what matters. Money and materials are significantly important. Men gain higher social status and recognition. This signifies the feminine values are suppressed and the women workers role and responsibilities are often treated lightly (O'Donnell, Jayewardene and Jayakody, 2010; Kumarasinghe and Hoshino, 2003; Morgan, 2012). Thus, women ITO workers are likely to receive and develop less organizational support. (Gyekye and Salminen, 2009). In this context, how Sri Lanka would develop an impactful and a visionary work-force using both male and female workers is questionable.

Women workers are viewed to play dependent or supportive role in the work organization. In the society's perspective, women are expected to enhance the quality of life (Hofstede, 2011; Mirjam, 2014). Thus, the researcher would like to develop an argument that these job conditions don't enable the women workers to become emotionally committed which assures heightened work outcomes (Rhoades and Eisenberger, 2002). This paradox also diminishes the opportunities given for the organization to respect the contribution of the workers (from a POS perspective). Further, the non–regular working hours ("grave-yard hours") of ITO don't favour the workers' work-life balance, specifically the social life of women workers (Elmuti, Grunewald, Julian and Dereje, 2010; Jayaweera and Thelijjagoda, 2011; ICTA, 2006). In that point, it is necessary to understand how the female knowledge workers develop supportive perceptions towards their work organization.

Hofstede (2011) argues that in terms of uncertainty avoidance Sri Lanka's cultural dimension is relatively low. The researcher believes that in the ITO, knowledge workers are professionally coached to deal with the uncertainties (Drucker, 1999, 2006). Dealing with uncertainties is critical to foster business innovation, which is treated as one of the critical success factors, in this industry (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010; Jayaweera and Thelijjagoda, 2011). However, according to Hofstede (2011), Sri Lanka doesn't seem to show a clear preference in terms of predicting and controlling the future. Further, he describes in terms of LTO that Sri Lanka discloses similar characteristics such as

the UAE. Nevertheless, employees' work alignments and their perception of their work organization are dependent on workers' individual and contextual characteristics (Gyekye and Salminen, 2009; Brougham and Haar, 2013).

In Sri Lanka, religion plays a central role in how workers develop beliefs and develop perceptions (Mirjam, 2014). Despite Sri Lanka is a Buddhist country, Hinduism, Islam and Christianity are other religions embraced by minorities. As of today, the Singhalese (Buddhist) represent about 68%, Tamil almost 15%, Muslims nearly 12% and Christians nearly 5% (Department of Census And Statistics Ministry of Sri Lanka, 2015). It is a unique population distribution. Though, ITO workers distribution percentages may not remain within very close proximity to the island's population distribution, adapting the global POS framework to Sri Lanka's context becomes inconclusive, unless the moderating impact of socio-cultural factors (religion or language) is considered (Gyekye and Salminen, 2009).

Scholars have noted that socio-cultural values in a society exert situational influence on workers work behaviour. To empirically understand the degree to socio-cultural factors influence workers' work outcomes, a critical examination of contextual information and coherent interpretation are necessary (Adler, 1997; Hofstede, 1994, 2002). Though there is an acknowledged statement among scholars that socio-cultural values are complex and unique, pertaining to a particular nation, they provide an empirical explanation for describing human opinions, beliefs and behavioural patterns in the work organization.

2.4.2 The Significance of Socio-cultural Factors in the Context of UAE

UAE's official religion is Islam and it plays a centric role in terms of regulating the manner in which individuals perceive, express and change their views (Al-Khazraji, 2009; Migration Policy Centre, 2015; Vodanovich, Urquhart and Shakir, 2010). Emiratis (locals) behave within the code of conducts advocated by the religion, don't favour ideas which don't meet the code of beliefs signified by Islam (Hofstede, 2011; Vodanovich, Urquhart and Shakir, 2010).

Eighty percentage (80%) of the UAE's populations are expatriates and only twenty percentage (20%) are local citizens (Emiratis) (Dhar and Balakrishnan, 2006). The

expatriates in UAE embrace their native religion despite they live and work in an Islamic country. In this context, how the Islamic socio-cultural beliefs impact the perception of ITO workers may bring interesting insights.

Researches concerned about UAE's socio-cultural values widely acknowledge the impact of Islam and its dominance towards the society (Al-Khazraji, 2009; Vodanovich, Urquhart and Shakir, 2010). However, researchers argue that ITO is believed to be directly exposed to the pressure of global occurrences such as globalization and the dominance of internet relative to the other global industries (Al-Khazraji, 2009; CarmelandTjia,2005; Elmuti, Grunewald and Abebe, 2010). But, it appears that as if UAE as a society (Emiratis) has collectively struck an improved balance between the commercialism and religious-oriented traditionalism (Al-Khazraji, 2009; Vodanovich, Urquhart and Shakir, 2010).

UAE remains very high on the scale of embracing the PD. UAE has power distance score of 80 (Hofstede, 2011). This socio composition of Emirates represents that every member of the society accepts the centralisation of power and accepts the hierarchical order. Centralization of power enables the organization to adopt a top-down approach to the control of power whereas very limited empowerment can be experienced by the workers (Al-Hadhrami, 2013).

UAE government has implemented legal implications where the Emirati workers are vested with privileged and favourable benefits from their work organization relative to their expatriate counterparts (Al-Khazraji, 2009; Migration Policy Centre, 2015; Al-Ali, 2008). These favourable beneficial treatments are not limited to high salary scale, holding top positions at work, access to companies information, privileged to their work organization' fringe benefits and high work status (Migration Policy Centre, 2015; Vodanovich, Urquhart and Shakir, 2010; Al-Hadhrami, 2013). It is likely that the foreign expatriates generally hold positions in the middle management irrespective of their educational qualifications, experience and accountability at work compared to their local counterparts (Vodanovich, Urquhart and Shakir, 2010). However, in a society, which embraces high power distance, leaders are expected to guide, motivate and clear instructions to their suburbanites (Hofstede, 2011). Therefore, the researcher would like to objectively identify how these disparities existing in the ITO work organizations impact the perception of Emiratis and virtual Emiratis (expatriates)(Ali, 1999).

Uncertainty Avoidance Index (UAI) is an index to measure the comfort level of a country with respect to uncertainty and ambiguity avoidance (Gyekye and Salminen, 2009; Hofstede, 2011). In this case, it was observed that the Arab countries have a high uncertainty avoidance score (68) implying that society shows less comfort in tolerating uncertainty and ambiguity. This also exhibits an unfavourable attitude towards risk-taking (Al-Hadhrami, 2013; Hofstede, 2011). It is very likely that one could overcome these uncertainties because of strict rules and laws regulating the societies (Hofstede, 2009).

Further, Emirati workers prefer formalized management, which shows an undesirable attitude towards the work environment. They embrace rules religiously (Hofstede, 2011). Security is an important aspect of individual motivation. The attitude towards innovation is not likely because society doesn't favour risk-taking (Al-Hadhrami, 2013; Hofstede, 2011).

UAE is high in the scale of masculine dimension among national cultures (Hofstede, 2011). Masculine dimension is concerned with the extent to which societies would accept and value male domination (Klein et al., 2009). This socio-cultural setting comparatively favours and vests the power to men. Money, materials, competition, social status and success stories also have strong values in the society (Hofstede, 1991; Vodanovich, Urquhart and Shakir, 2010; Stephens, 2009). Thus, hard work, taking challenges and achievements are described as the key elements of socio-cultural values (Hofstede, 2009). Specifically, in the organizational context, the Emirati's men workers are believed to be responsible for determining the direction of organizational performance relative to the women workers (Vodanovich, Urquhart and Shakir, 2010; Al-Khazraji, 2009), where women workers are trusted to be playing supportive roles (Goby, and Erogul, 2011).

Individualism interprets the degree to which self-reliance is prioritised (Hofstede, 2011). This includes self-development, perceptions, happiness and responsibilities. The Emirati's culture accounts for very low on individualism (38), which obviously favours collectivism. They strongly believe on collectivism, disclose loyalty and close attachments towards their tribes, where everybody takes responsibility and accountability for their fellow members, specifically within their tribes (Stephens,2009; Al-Khazraji, 2009; Vodanovich, Urquhart and Shakir, 2010).

The strong connection within their tribes is believed to a reliable basis in which Emiratis' build, retain and expand their ties. The close ties one 'Emirati' gains are described as 'Wasta'. In the context of UAE, 'Wasta' is described as the power of influence a person holds within the familial tribal or within the personal ties, which assures virtue (Tlaiss and Kauser, 2011; Stephens, 2009). This is a very common phenomenon within the Gulf region (Tlaiss and Kauser, 2011). Further previous researches investigated the socio-cultural dimension of UAE noted that the 'Wasta' has the edge with particularly how rich a family is (Tlaiss and Kauser, 2011; Stephens, 2009). Socio-cultural experts view that these comparative differences are believed to be mainly due to the strong influence of the heuristic religious value of Islam (Stephens, 2009).

Long term orientation examines the beliefs of societies towards the future (Hofstede, 2011). Hofstede (2011) argues that the Arab culture doesn't exhibit a clear preference towards LTO, reliable researches reveal that the UAE culture gives significant emphasis for long term planning as a basis to diminish uncertainty Avoidance (Al-Hadhrami, 2013). As stated, the UAE's socio-cultural factors show many differences compared to Sri Lanka's context. These differences in socio-cultural values have been viewed as a national construct that provides frameworks for understanding how the culture resolves more basic problems of life in organizational and industrial settings (Adler, 1997). The proposed research compares what are the differences that the socio-culture might cause POS and subsequently on employee workout comes, in UAE and Sri Lanka. The socio-cultural variables under investigation are (a) religion and (b) the language.

2.5 The Conclusion of the Chapter

This section critically evaluates the existing literature on POS, emphasizes the acknowledged viability and validity of POS construct for organizational research and examines its potential value additions to ITO. Further, the researcher highlights the importance of integrating the demographic and socio-cultural parameters when adapting generic POS specifically to Sri Lanka and UAE. Finally, this chapter attempts to make a comparative view on how the differences in demographic and socio-cultural factors could moderate the effect of POS in ITO work environment. The next section outlines the conceptual framework derived from the in-depth literature review.

2.5.1 Mind Mapping of Chapter Two

      The below incorporated diagram characterizes the key theoretical constructs about POS that are logically formulated in chapter number two.
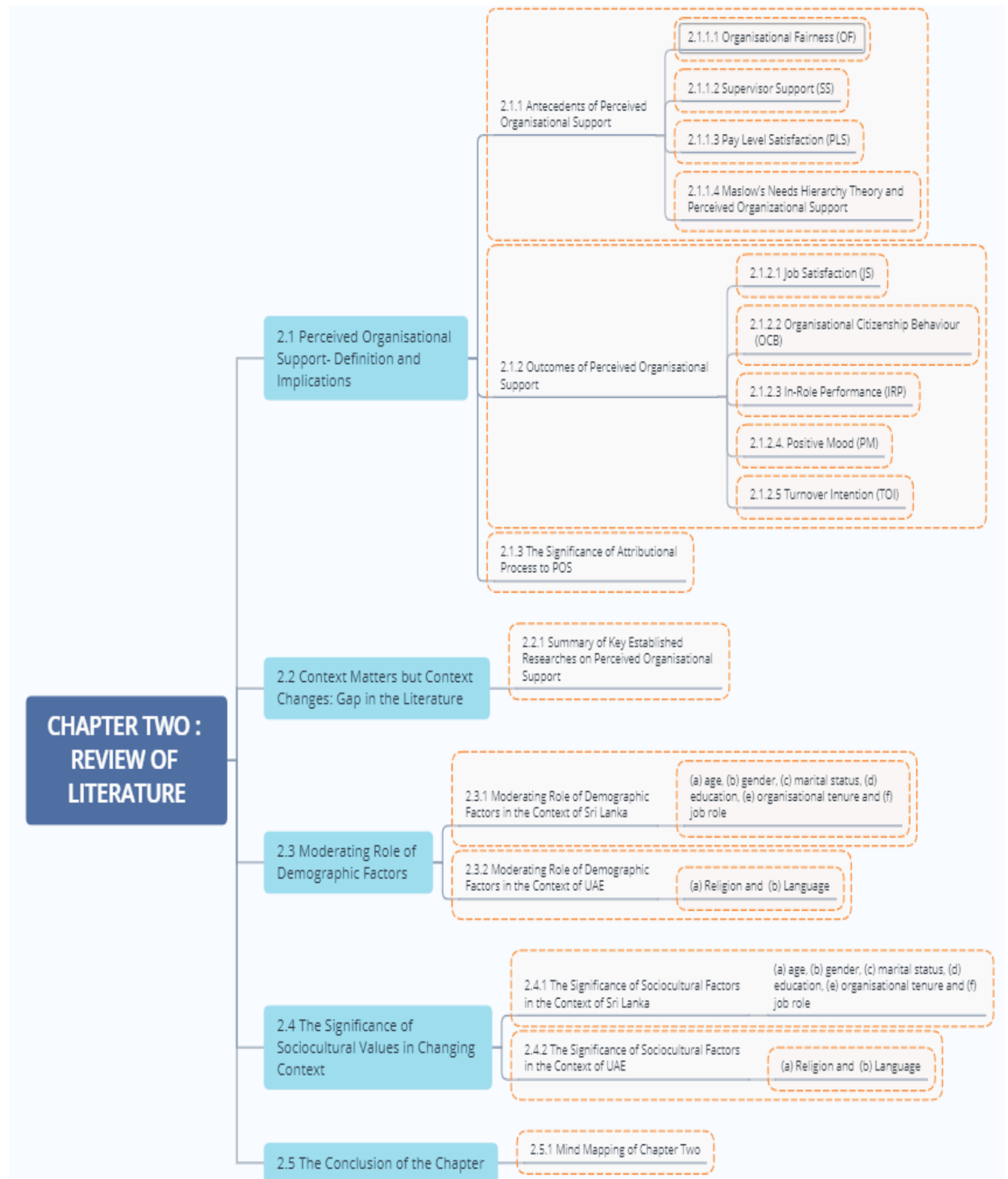
Figure 9 Demonstrates the Mind Mapping of Literature Review

CHAPTER THREE
CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

This chapter attempts to develop a conceptual model based on previous researches on POS and interconnect organizational constructs in an empirical setting. The derived conceptual model is comprised of antecedents of POS, POS itself and outcomes of POS, integrated with demographic and socio-cultural factors, using SEM.

In this SEM, the researcher identified a set of endogenous variables (POS, FO and Outcomes variables), in the sense, which all derived from the observables. The observable variables are exogenous (OF, SS and PLS), which come from the outside of the model. In the process of identifying the endogenous, variables (POS and FO) become exogenous when predicting and determining the outcomes variables (JS, IRP, OCB, PM and TOI).

The researcher develops hypotheses concerning the antecedents and outcomes of POS. The developed hypotheses objectively test the impact of POS, mediating and moderating mechanisms of POS to determine its contextual influence on employees' work behaviour and attitude. Likewise, this chapter provides definitions and structure for the operationalization of key elements. The conceptual model is simple, practical, testable and adaptable for ITO.

3.1 Definitions of Key Variables

This sub-section provides valid definitions of distinct constructs, which were investigated in this research. The individual constructs lay the foundation for the conceptual model and stem the measures for measurement model logically integrated based on the empirical relationships validated by the previously established research studies. The rationale of the conceptual model reveals that POS functions as a proxy between the antecedents of POS and the outcomes of POS (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002; Liu, 2004; Bartol, 2007). However, certain researchers argue that a substantial part that remains to be explicitly investigated is the moderating impact of POS, in the lights of demographic and socio-cultural factors, which influence various employees' work outcomes (Colakoglu, Culha and Atay, 2010; Gyekye and Salminen, 2009;

Bartol, 2007; Emerson, 2013; Moorman, Blakely and Niehoff, 1998; Lee, Carswell and Allen, 2000). Below-incorporated table 4 contains the theoretical constructs that are used to build the POS-ITO model. These theoretical constructs were derived from the synthesis of literature performed in chapter 2 (i.e visit table 3).

Author	Construct	Description
(Rhoades and Eisenberger 2002, P, 698).	Perceived organizational support (POS)	"Employees' general belief that their work organization values their contribution and cares about their well-being."
Antecedents of POS		
(Rhoades and Eisenberger, 2002; Kurtessis et al., 2015; Ambrose and Schminke, 2009).	Organizational fairness (OF)	"Defined as employees' perception about the extent to which an organization applies unbiased practices to make organizational decisions on rewarding performances."
(Rhoades and Eisenberger 2002, P, 567).	Supervisor support (SS)	"Employees' perception that their supervisor valued their contribution and cared about their well-being."
(Aselage and Eisenberger, 2003; Liu, 2004; Rhoades and Eisenberger, 2002).	Pay level satisfaction (PLS)	"The extent to which workers are satisfied with their levels of pay."
Outcomes of POS (employees' work outcomes)		
(Emerson, 2013; Locke, 1976; Miao, 2011; Pattanayak and Chhabra, 2014).	Job satisfaction (JS)	"Pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."
(Lee and Allen, 2002; Organ, 1997; Muhammad, 2014).	Organizational citizenship behaviour (OCB)	"Encompasses all behaviours that are not considered to be part of employee's formal duties in the organization and that contributes to the enhancement of organizational performance"

(MacKenzie, Podsakoff, and Fetter, 1991; Rhoades and Eisenberger, 2002; Podsakoff and MacKenzie, 1994; Tsui, 1984).	In-role performance (IRP)	"Task performance refers to core job responsibilities having direct consequences of ability and experience."
(Watson et al., 1988; George and Brief, 1992; Rhoades and Eisenberger, 2002).	Positive Mood (PM)	"Involves a general emotional state without a specific objective."
(Brashear et al., 2003; Donsbach and Shanock, 2008; Maertz, Griffeth, Campbell and Allen, 2007; Pattanayak and Chhabra, 2014).	Turnover intention (TI)	"Employees' lessening of active participation in the organization."
Control Variables (moderating variables)		
(Goldberg et al., 1998; Gyekye and Salminen, 2009; Wikipedia Contributors , 2019).	Demographic variables (age, gender, marital status, education, tenure and job role)	"The word demography' (derived from the Greek, which indicates "description of people") is the study of human sample. This discipline scrutinizes the size, composition and as well as the movement of population."
(Sanderson, 2010; Gyekye and Salminen, 2009; Hofstede, 2011).	Socio-cultural factors (language and religion)	"A perspective describing people's behaviour and mental processes as shaped in part by their social and/or cultural contact,"

Table 4 Demonstrates Theoretical Constructs of the Conceptual Model

As stated, table-4 includes the theoretical constructs which are used to nest the conceptual model (POS-ITO model), which is originated from a critical review of the literature performed in the chapter number 2 (i.e refer to table 3). The following Venn diagram represents how the researcher reached (approach) theoretical construct of the conceptual model of the research.
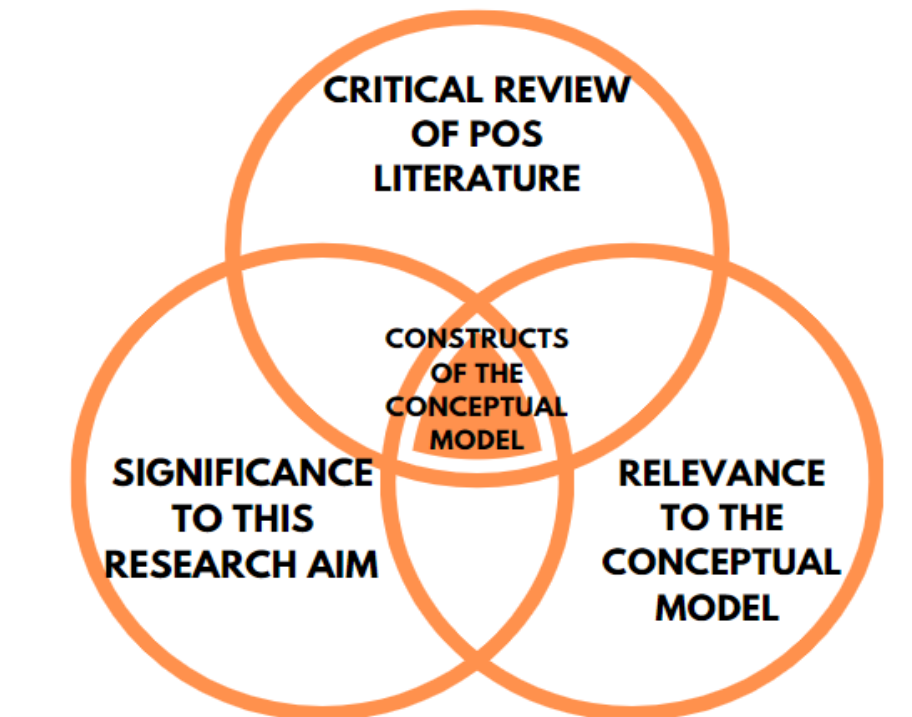
Figure 10 Demonstrates the Key Theoretical Constructs of the Conceptual Model

3.2 Development of POS Construct

Perceived organizational support is a principal construct of OST (Eisenberger et al., 1986; Eisenberger et al., 1997; Rhoades and Eisenberger, 2002). The POS construct was developed in 1986 by Robert Eisenberger to describe how workers asses their work organization's orientation towards them and how the organizational support gained from the organization enabled employees to reflect in their work outcomes (Eisenberger, Huntington, Hutchison and Sowa, 1986; Shore and Shore, 1995). From the relationship perspective, POS signifies a vital part of the key association between the workers and work organizations, because it indicates how their work organization aided to them both in the short and long term (Liu, 2004; Anon, 2016). POS guarantees the assistance provided by the organization to

the employees to deal with the demanding and adverse conditions to carry out their job efficiently and effectively (George, Reed, Ballard, Colin and Fielding, 1993).

Organizational theorists emphasize that the critical factor underpinning the development of perceived organizational support is the notion of reciprocity (Gouldner, 1960; Rhoades and Eisenberger, 2002), a unique factor used by the researchers to describe the emotional relationship between employer-employees, describes that employees who receive beneficial treatments from their work organization (POS) demonstrate felt obligation, that they should be accountable for their work organization's gains, benefits and achievements of the organization's aims (Liu, 2004; Rhoades, and Eisenberger, 2002). The realistic feature of reciprocity norm existing between the employers and employees enables them to gain beneficial results for both parties (Rhoades and Eisenberger, 2002). In this context, the work organization is accountable (morally, contractually and financially) for exhibiting actions (behaviours) towards employees, which influence them to reciprocate to an adequate level. Researchers investigated the POS construct in organizational behaviour, management, human resource and marketing domains somewhat reflected the underpinning (reciprocity) mechanism of POS but specifically focused on the context, captured the contributions, tangibly, to the organization (Gyekye and Salminen, 2009; Hui, Lee and Rousseau, 2004; Liu, 2004; Riggle, 2007).

There are various mechanisms in which organizations can develop and retain employees' beliefs, those that signal them that their work organization value their work contributions and well-being (Rhoades and Eisenberger, 2002). As mentioned in the literature review, this research focuses on a set of organizational practices (behavioural and human resource-antecedents of POS), critical specifically to the ITO organization for numerous reasons. Antecedents of POS comprise of: (a) organizational fairness (Kurtessis et al., 2015; Rhoades and Eisenberger, 2002; Ambrose and Schminke, 2009; Shore and Shore 1995), (b) supervisor support (Kurtessis et al., 2015; Rhoades and Eisenberger, 2002, Eisenberger et al., 1986; Aselage and Eisenberger, 2003) and (c) pay level satisfaction (Rhoades and Eisenberger, 2002; Shore and Shore, 1995; Liu, 2004). As employees experience POS, they start to respond to the organization with favourable outcomes (Eisenberger et al., 1997) but not limited to increased job satisfaction among employees, extra-role behaviours, heightened positive mood, and superior in-role performance and reduced turnover intentions.

3.2.1 Development of Antecedents of Perceived Organizational Support

A meta-analysis from Rhoades and Eisenberger (2002), which critically examined more than seventy (70) previous research findings have indicated that fairness, supervisory support and pay level directly contribute to the development of POS. Still, how the antecedents of POS individually and collectively contribute to the formation of POS may vary according to the attitude of employees of a particular industry (Liu, 2004), to the degree to which the norm of reciprocity and the attributional process is applied (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002), work organization's supremacy, and the supervisor's ability to influence employees' contributions (Eisenberger, Lynch, Aselage and Roddieck; 2004).

Gyekye and Salminen, (2009) argue that the development of POS is reliant on individual and contextual characteristics. Thus, researcher stresses the need to investigate the distinct forms (antecedents of POS), in the differentiated environment, citing that OST assumes that the formation of POS is fostered by the employees' personification of their work organization (Eisenberger, Huntington, Hutchison and Sowa, 1986). Along this line, particularly in ITO, the demographic and socio-cultural compositions of Sri Lanka and UAE remain on the opposite sides of the scale, as stated in the literature review. Researchers investigated the role of fairness, supervisory support and pay levels indicated that the micro relationships among these antecedents need to be identified to logically integrate the individual constructs while incorporating a framework.

3.2.1.1 Organizational Fairness

Researchers who focused on how organizational fairness (OF) cultivates POS have viewed the association as an organizational practice (Eisenberger et al., 2004; Kurtessis et al., 2015; Liu, 2004). Organizational fairness practices attempt to enhance employees capabilities (Herda and Lavelle, 2011; Liu, 2004; Rhoades and Eisenberger, 2002). As mentioned in chapter two, this research focuses on the overall OF as one of the primary antecedents of POS irrespective of the acknowledged impact of various dimensions of fairness (Greenberg 1990; Shore and Shore, 1995).

The realist perspective of organizational fairness is branded by the magnitude to which an organization embraces the impartial distribution of organizational resources under their discretionary control (Aselage and Eisenberger, 2003; Eisenberger, Armeli, Rexwinkel and Rhoades 2001; Rhoades and Eisenberger, 2002). This impartial way demonstrates that work organization has a concern for the employees' contribution and welfare (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Kurtessis et al., 2015). Repeated practices of fairness applied by the organization in distribution of the organizational resources should have an accumulative impact on the development of POS (Shore and Shore, 1995; Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002).

The impartial ways in which organizations distribute discretionary resources lead to determine the degree of fairness (Greenberg, 1990), should make a major contribution to the POS. Researchers maintain that procedural justice has a better stake on POS relative to structural and social justice because the receipt of organizational decision such as an increase in pay level and promotions occur frequently and selectively. Yet, employees are exposed to various forms of organizational fairness, regularly, which shapes their perception towards their work organization. Procedural justice was found positively associated with the employees' favourable work outcomes (Rhoades and Eisenberger, 2002). The other dimensions of fairness were also found with a positive but mild relationship with POS, relative to the procedural justice (Aselage and Eisenberger, 2003; Herda and Lavelle, 2011; Kurtessis et al., 2015).

As far as the ITO industry is concerned, the degree of fairness applied in the work environment is questionable. Because, in UAE, the domestic workers (Emiratis) are treated with distinct organizational policies, those assure them far better beneficial treatments relative to the expatriates' workers (EUAIGRC, 2015; Stephens, 2009). This is a well-known phenomenon across the ITO organizations in UAE, backed up by the government's Emiratization, a national wise initiative by the government, to enhance the existing distribution strategy of the domestic workers (Al-Hadhrami, 2013). In contrast, Sri Lanka's ITO doesn't apply two distinct policies and procedures for distribution for local and foreign workers. Yet, both these phenomena are realistic, valued and respected in their own cultural settings (ICTA, 2006; Al-Hadhrami, 2013; Carmel and Tjia, 2005). In this plight, how organizational fairness would accrue POS may bring interesting insight into this research.

As of today, Sri Lanka's ITO experiences a supernormal growth (Jayaweera and Thelijjagoda, 2011; Sivalogathasan and Xiaobo, 2013; SLASSCOM, 2014), offshoring organizations attempt to utilize the organizational policies (even prepared to bend the organizational policies) to primarily harvest organizational benefits such as the attraction of high-skilled resources from their direct rivalry and pre-mature promotion of their employees (stretch-roles) at the expense of bending the pay and promotion policies, possibly adversely impact the potential contribution of organizational fairness on POS. Therefore, one could objectively argue these limited OF practices are implemented sensibly to overcome the existing scarcity of knowledge workers in the ITO (Jayaweera and Thelijjagoda), and possibly, due to limited know-how about the direct contribution of organizational fairness on POS. Thus, how OF in these circumstances leads to develop POS, is certainly questionable.

Employees' layoff is believed to be a common phenomenon in ITO due to its unique characteristic (Carmel, and Tjia, 2005). Because the clients' spending ability directly determines the number of Full Time Employees (FTE), a consequence of industry competition, ITO organizations have very less control over the employee layoff and views as part and partial of the ITO industry settings (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). When employees are exposed to layoff circumstances, it is very likely that employees question the basis in which the layoff decisions are made, thus the strategic importance of organizational fairness element.

Nonetheless, the unfavourable treatment received by the employees that are perceived to be beyond the control of the work organization (uncontrollable variable) would have a less cumulative impact on POS (Eisenberger et al., 2004). Accordingly, fairness practices of an organization are viewed as a viable component which predicts as to what extent employees react towards their employers based on the degree of fairness exhibited, also diminishes undesirable cumulative impact within the control of the work organization. (Eisenberger et al., 2001; Herda and Lavelle, 2011; Konovsky and Folger, 1991; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). Thus, the proposed research treats the OF as a viable antecedent of POS. The next section focuses on the second major antecedents of POS, supervisor support.

3.2.1.2 Development of Supervisor Support

The purpose of this subsection is two-fold. First, was to empirically prove that the supervisor support is an integral component of the proposed POS framework. Second, was to signify the necessity of Supervisor Support (SS) for ITO in Sri Lanka and UAE. Rhoades and Eisenberger (2002) describe, the SS as the employees' common belief of the magnitude to which their supervisors worth their contributions and well-being. Similarly, both the positive or negative actions of supervisors, towards employees, signal them that their work organization recognizes the employees' contribution and concern for their welfare (Eisenberger, Cummings, Armeli, and Lynch, 1997; Eisenberger, Huntington, Hutchison, and Sowa, 1986; Rhoades and Eisenberger, 2002; Kottke and Sharafinski, 1988; Aselage and Eisenberger, 2003).

Supervisor support is viewed as the second major antecedent of POS, in turn, which directly contributes to the formation of POS (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Most of the ITO organizations adopt matrix organizational structure, where employees report to more than one direct supervisors in order to entail synchronisation of employees, enhance organizational flexibility and promote agility (Bartlett and Ghoshal, 1990; Carmel and Tjia, 2005). Thus, it is more likely that knowledge workers tend to deal with multiple bosses, from various units of an ITO organization, at various tiers, which constitute their overall perception of the organization.

OST supposes that the favourable support received from an agent (supervisor) fosters POS to the level to which the organizational agent's favourable actions are believed to be endorsed by the work organization rather than opposed to being experienced as agents' individual motives (Aselage and Eisenberger, 2003; Eisenberger et al., 2004; Rhoades and Eisenberger, 2002). Overall, the higher the supervisor's formal position, the higher the perceived perception, the higher the POS. Accordingly, both the favourable and unfavourable SS from high-status representatives would have a significant influence on POS (Eisenberger et al., 2004). Thus, the researcher speculates that these micro differences of superiors' status contributing to the POS cannot be taken lightly relative to other industries due to the matrix design of offshoring.

As like any other global industry, ITO is exposed to rapid and global occurrences such as technological changes, the introduction of new business innovation and domination of internet (Sivalogathasan and Xiaobo, 2013; Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). These uncontrollable changes challenge the knowledge workers, likely to seek various forms of SS as a mean to perform their work. Interestingly, Eisenberger, (2002) found that the relationship between the employees and their supervisors and POS is an increasing function of employees' status in the work organization.

Employees view supervisors support as a dependable source of support because the manner in which employers view employees can be influenced by supervisors' guidance, opinions and feedback (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Likewise, in ITO, the various supervisors input about their subordinates' performance appraisal, in the form of Management By Objectives (MBO) (Talya, Short, Erdogan and Carpenter, 2017; Carmel and Tjia, 2005) usually to the top management. Hence, the significance of supervisor support is critical and would seem to be a valid construct to associate with the formation of POS. The next subsection critically examines the third major antecedents of POS, pay level satisfaction.

3.2.1.3 Development of Pay Level Satisfaction

OST holds that systematic reward policies and procedures (assures pay level satisfactions) towards employees signal them that their work organization has an active interest in terms of valuing their contributions and well-being. Thus, contributing to the development of POS (Eisenberger et al., 2004; Liu, 2004; Rhoades and Eisenberger, 2002). Beneficial reward practices (pay) demonstrate that an organization invests in human assets to value their organizational contributions (Allen et al., 2003); however, the extent to which the pay level fosters POS is believed to be varied according to the employees' contextual characteristics (Liu, 2004).

In organizational literature, a wide range of organizational rewards have been investigated in the organizational research and their association with POS such as pay (Miceli and Mulvey, 2000; Shore and Tetrick, 1991), promotions and job security (Eisenberger and Rhoades, 2002), discretionary rewards for workers (Allen and Helms, 2001; Rhoades,

Eisenberger and Armeli, 2001) and training (Eisenberger and Rhoades, 2002; Aselage and Eisenberger, 2003). But specifically, the pay is utilized as a short term motivator among ITO employees (Bryson et al., 2012) to gain various organizational motives, thus the Pay Level Satisfaction (PLS).

The Previous meta-analysis about POS noted that pay level contributes to the development of POS only if employees believe that the pay is a thoughtful outcome of the organization rather than having to provide them due to unavoidable external pressures (Rhoades and Eisenberger, 2002; Eisenberger, Cummings, Armeli and Lynch, 1997; Eisenberger et al., 1986; Barksdale, Shore and Shore, 1995, Riggle 2007). This attributional characteristic of POS indicates that when employees are highly valued by their work organization, they feel that they are recognised, in turn, they reciprocate with distinct, beneficial and favourable employees' work outcomes (Rhoades and Eisenberger, 2002).

Previous organizational researchers identified that perceived organizational support had a positive association between workers' satisfaction and the level of pay (Shore and Tetrick, 1991). It was argued in the organizational literature that organizations have a wide range of rewards, as an investment towards their employees, in turn, which assure them potential beneficial contributions (payback) from their employees. As mentioned, a wide range of reward constructs have been positively associated with POS and those benchmarks play the critical role of organizational rewards for the formation of POS, reciprocation (Miceli and Mulvey, 2000; Shore and Tetrick, 1991; Aselage and Eisenberger, 2003; Eisenberger et al., 2004). Yet, to examine the absolute effect of overall reward practices on POS, the entire reward practices should be considered. However, it would be impossible to consider all the variables of reward dimensions that have been identified, simultaneously, in this research study. Hence, my growing enthusiasm is to evaluate to what extent PLS contributes to the development of POS and how it influences distinguished employees work-outcomes.

Due to the shortage in workforce supply in Sri Lanka and the scarcity for Emirati's ITO work-force (Jayaweera and Thelijjagoda, 2011; Vodanovich, Urquhart and Shakir, 2010; Stephens, 2009) enabled the employees to gain high bargaining power with their employers. Employees are believed to be negotiating with the other employers (competitors) in the

market with the motive of gaining high pay, at the expense of applying pressure on their current employers.

Researchers argue that the organizational reward (pay dimension) contributes to the development of POS if only employees believe such rewards represent the voluntary and genuine intention of their work organizations (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). On the other hand, as an antecedent of POS, the reward is expected to have a mild impact relative to OF and SS (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Eisenberger et al., 2004; Liu, 2004). However, the existing PLS of Sri Lanka's knowledge workers may differ relative to the UAE's PLS scale, due to big differences in pay. ITO workers from worldwide migrate to UAE with the primary motive of harvesting monetary benefits (Migration Policy Centre, 2015; Stephens, 2009). Adequate compensation (pay) is also viewed as the cost-saving mechanism, long term, in ITO (Carmel and Tjia, 2005). Therefore, to what extent the PLS would assure the POS and payback attitude, among the knowledge workers, need critical but comparative investigation.

The researcher uses the extent to which knowledge workers are satisfied according to their pay level as a viable indicator to evaluate the PLS, as antecedents of POS. Drawing upon the previous research findings, the researcher hypothesizes PLS positively with POS (Aselage and Eisenberger, 2003; Eisenberger et al., 2004; Rhoades and Eisenberger, 2002). The next section focuses on the outcomes of POS; it critically evaluates the potential impact of POS on employees work outcomes, the covariance relationship among those variables.

3.2.2 Development of Work Outcomes

Based on the reciprocity and attributional process, POS should generate viable and predictable employees' work outcomes. Because, POS provides a wide range of socio-emotional resources (aid) and enabling the workers to reciprocate, in turn, it produces a felt obligation among workers to pay back to their work organization (Eisenberger et al., 1986; Shore and Shore 1995). In line with OST's assumption, Eisenberger et al. (2001) found a closely associated, positive relationship between POS and felt-obligation. Further, the notion of reciprocity was found as an increasing function of the employer-employee relationship, which endorses the OST's underlying assumptions.

3.2.2.1 Development of Job Satisfaction

Job satisfaction (JS) is possibly the most extensively studied construct in organizational research (Emerson, 2013; Miao, 2011, Pattanayak and Chhabra, 2014; Miao and Kim, 2010). Specifically, numerous researchers have validated that job satisfaction is a viable outcome of POS, positively associated, in distinguished contexts (Emerson, 2013; Krishnan and Mary, 2012; Kurtessis et al., 2015; Miao, 2011). JS is described as the employees' overall emotional attitude and feelings toward their job, resulting from the workers' job experience (Locke 1976; Emerson, 2013). Further, Spector (1997) views JS as the degree to which workers like or dislike their jobs and an element which contributes to the mental and physical well-being of the employees. However, the job satisfaction is negatively associated with the turnover intentions (Eisenberger and Stinglhamber, 2011; Judge et al., 2001), which are also investigated as valid employees' work outcomes in this research.

Eisenberger et al. (1986) propose that job satisfaction is a valid consequence of organizational support in that the organization is perceived to be providing support for the employees. Also, it is the indication of positive and emotional attachment an employee has towards his or her job; it is very likely that the employees experience better job satisfaction (Witt, 1991). Though the job satisfaction is a frequently studied construct in the organizational behaviour, human resource management and organizational psychology (Judge and Church, 2000; Rhoades and Eisenberger, 2002), limited comparative research studies have been conducted specifically in ITO, in Sri Lanka and UAE. Extant research indicates that job satisfaction is considered to be a variable which influences job-related performance (Becker, 2004), affects the physical, emotional and social wellbeing of the employees (Aloysius, 2011). Thereupon, ITO is being a highly competitive global industry must attempt to recognize how the perception of knowledge workers leads to job satisfaction. In this research, POS is positively related to JS, as a valid work outcome of ITO workers. The following subsection evaluates the POS and organizational citizenship behaviours constructs.

3.2.2.2 Development of Organization Citizenship Behaviour

Employers welcome desirable work behaviours from their employees (Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). Organizational Citizenship Behaviours (OCB) is one of those desirable employees' work outcomes which benefit the organization via distinguished avenues (Muhammad, 2014; Rhoades and Eisenberger, 2002). In the literature, OCB has been defined as a special type of individual work behaviours, that are not considered to be part of employees formal work responsibilities but benefit to the organizational performances (Organ, 1997).

OCB influences employees to perform wide-range of desirable work behaviours such as voluntarily helping the co-workers to perform their work tasks, preventing work-related issues, spreading the good-will of the organization (George and Brief, 1992; George and Jones, 1997) and obedient to organizational compliance (Graham, 1991), defend the organizational stance (Organ, 1997) taking the risk to protect the organization from vulnerable situations, offer valuable suggestions, perusing knowledge and skills that are beneficial to the organization (George and Brief, 1992). These empirical claims validate that OCB is a multidisciplinary construct (Muhammad, 2014). Relatively ITO demands these types of fruitful behaviours from their employees to promote business operation to the global level (Carmel and Tjia, 2005; Carpenter, Bauer, Erdogan, 2012).

One of the interesting characteristics of OCB is that it is beneficial to the organizations but not recognised by the formal reward systems (Organ, 1988 and 1997). In addition, OCB is not perceived to be punishable in the work environment (Organ, 1997). Benjamin (2012) states that, though OCB is not enforceable in the work environment the global competition raises the importance of OCB as a basis for efficient utilisation of the human resource, which results in enhancing organizational capabilities. In pointing on the potential benefits of OCB, Organ (1988) describes OCB assures efficiency, effectiveness to an organization by nurturing creativity and flexibility. As like any other services industry, ITO demands creativity, efficiency and effectiveness from their knowledge workers. Because, their ideas are believed to be transformed as the deliverables to their clients (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Thus is the need for OCB for ITO.

OCB is seen as a valid concept directly associated with the POS construct (Lambert, 2000; Miao, 2011; Muhammad, 2014; Pattanayak and Chhabra, 2014). These research studies appear to deal with the OCB phenomenon from a functional perspective rather than opposed to viewing the OCB as the nature of employees' work outcomes. This research views OCB as viable employees' work outcomes (the outcome of POS) which potentially assure the ITO organization to scale their creativity, capabilities, efficiency and effectiveness to the next level, in Sri Lanka and UAE. Previous researchers have identified that the positive association between the POS and extra-role behaviours was greater than the other types of recognised performances (Podsakoff et al., 2000). Henceforth, it is very likely that an adequate level of POS will foster heightened OCB related practices, among the knowledge workers.

One of the unique phenomena of ITO is the composition of global teams, which increasingly enable employees to participate in decision making pertaining to their projects (Carmel and Tjia, 2005). Previous research in similar line investigated the significance of employees participation in decision-making indicated that allowing employees to participate in decision-making prompts employees to exhibit OCB related behaviours (Yperen, Berg and Willering, 1999). Thus, the OCB could be viewed as a powerful, relevant and practical determinant to the ITO.

Job satisfaction is believed to be a strong predictor of OCB (Swaminathan and Jawaher, 2013). This research is designed as a comparative study, consequently provides an opportunity to test the robustness of this construct in two distinguished settings, and makes it more interesting for keen readers and researchers for the future development of the domain. A research study investigated the OCB and its beneficial outcome in the collectivist culture has revealed that the dynamism underpinning the collectivist culture demonstrates more work-related behaviour (Paine and Organ, 2000). The researcher anticipates the contextual differences existing in Sri Lanka and UAE, may cause differences to the extent to which an organization harvests OCB related behavioural employees' work outcomes. The succeeding subsection focuses on how perceived organizational support influences in-role performance and its positive relationship.

3.2.2.3 Development of In-Role Performance

The research literature on job performances has been classified as two distinct constructs such as in-role performance (Webster and Adams, 2009; Conway, 1999; Motowidlo and Van Scotter, 1994; Organ, 1997; Miao and Kim, 2010) and extra-role performance (Organ, 1997). The In-Role Performance (IRP) was directly associated with the activities that contribute to the "organization's technical core" (Borman and Motowidlo 1997, p. 99). Further, in-role performance is a formal responsibility of an employee (job requirements), unlike the extra-role activities that contribute to the social and psychological aspect of employees that support extra-role performance (OCB) (Organ 1997, p. 91).

The IRP is critical for ITO organization to deliver the deliverables of the clients; any delay in deliveries causes undesirable or adverse consequences (Carmel and Tjia, 2005). The employees' in-role (core role) is directly monitored using performance metrics (MBO), which correlates the in-role performances primarily in quality, cost, productivity and on-time delivery fronts (Carmel and Tjia, 2005; Carpenter, Bauer, Erdogan, 2012; Elmuti, Grunewald and Abebe, 2010). As a result, the critical need of investigating the in-role performance, in turn, this can assure the ITO of Sri Lanka the revenue potential (Sivalogathasan and Xiaobo, 2013; SLASSCOM, 2014) and the sustainability of ITO hub, UAE (Gartner, 2012).

In ITO, pressurised work environment, tight deadlines, irregular working hours push employees to increasingly concentrate on their standardised job responsibility (Carmel and Tjia, 2005; Elmuti, 2010). One could constructively argue that it is unlikely that ITO employees have provision to actively contribute to extra-role related activities in a consistent basis, even though the extra role performances are welcomed by the employers (Rhoades and Eisenberger, 2002). The previous findings of a meta-analysis by Rhoades and Eisenberger (2002) has indicated that POS increases the standard job activities of employees, enable them to involve in job activities favourable to the organizations that even go beyond the formal job responsibilities (Rhoades and Eisenberger, 2002).

In the organizational perspective in-role (key task performance) is described as the employees' discretionary work behaviours that lie under the control of the employee (Puffer, 1987), which is an indication that work organizations expect the employees to perform the in-role (core task of their work) proactively and consistently because it is arguably under their

control. Numerous researchers have found a positive relationship between POS and IRP (Aselage and Eisenberger, 2003; Miao, 2011; Miao and Kim 2010; Rhoades and Eisenberger, 2002). Further, Eisenberger et al. (2001) validated that the felt obligation mediated the positive relationship between POS and in-role performance, among postal workers. However, Settoon, Bennett and Liden (1996) and Wayne, Shore and Liden (1997) tested the relationship between POS and task performance (in-role) using SEM identified the value of path coefficient indicated that the relationship between POS and IRP was found not significant.

Recent studies have examined the POS and IRP, in a meta-analysis, Byrne and Hochwarter (2008) reported a moderated relationship between the variables POS and IRP. The difference in the relationship between POS and task performance may have been due to difference in contexts, which may have a considerable influence on the underlying dynamics existing in the work-place that links the POS (about work-place) with performance. IRP includes taking and involving in activities that protect their organization from unfavourable situations, aiding subordinates and gaining role-based skills which are absolutely critical and beneficial to the organizations (George and Brief, 1992). The subsequent section examines the importance of POS and positive mood to the ITO workers.

3.2.2.4 Development of Positive Mood

In organizational literature, the positive mood (PM) is well defined as a general emotional state of mind without leaning towards a specific objective (George, 1991). In another dimension, the positive mood has been described as the state of affectivity which is influenced by the work environment (George, 1991; George and Brief, 1992). The positive mood of knowledge workers has the tendency to change on a daily basis. They express the positive mood in the form of enthusiastically caring out the work-related task and exhibit excitement at work (Watson, Clark, and Tellegen, 1988). Positive mood is another work paradigm desired by employees and employers (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). It is because PM enables the employees to carry out their work effectively. PM has been viewed as an important construct in the organizational research, positively associated as a valid employees' work outcomes, in distinguished context (Aselage and Eisenberger, 2003; Donsbach and Shanock, 2008; Rhoades and Eisenberger, 2002).

Specifically, in the ITO work environment, due to changing project requirements, changing client's deliverables, tight deadlines and stretch roles challenge the formation of PM (Schillen and Steinke, 2011). It is often argued that the non-traditional work hours in ITO challenges the positive mood of the knowledge workers, it generates stress among the workers (Schillen and Steinke, 2011; Carmel and Tjia, 2005; ICTA, 2006), in turn, which negatively impacts the beneficial work outcomes of employees (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). In this typical ITO setting, the positive mood is increasingly becoming relevant to ITO workers, thus the need for critical evaluation of how POS stimulates positive mood among the knowledge workers, in a comparative study in UAE and Sri Lanka.

The positive mood has been an active focus among organizational researchers because it has been found to divulge positive outcomes such as helping behaviour and creative thinking (Eisenberger et al., 2001). Rhoades and Eisenberger (2002) found a significant relationship between POS and PM. Possibly this positive relationship may occur partially in the ITO work environment because POS operates as a function of fulfilling the socio-emotional needs of workers such as esteem, approval and respect (Donsbach and Shanock, 2008; Eisenberger et al., 1986; Rhoades, Eisenberger, and Armeli, 2001). As stated, POS is believed to be contributing to the knowledge workers feeling of worthiness, via enhances positive mood (Eisenberger et al., 2001; George and Brief, 1992). The subsequent sections shed-light on how POS impacts the turnover intention of ITO knowledge workers.

3.2.2.5 Development of Turnover Intention

Arguably, employees' turnover intention (TOI) is also one of the extensively studied concepts in the organizational research, possibly due to its direct and indirect costs associated with replacing existing employees (Maertz et al., 2007; Cho, Johanson and Guchait, 2009). TOI adversely impact work organizations than the employees (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). TOI of employees is described as sensible willingness to leave an organization (Tett and Meyer 1993). Specifically, in ITO, employees turnover is a huge concern for any organizations irrespective of size, the scale of operation, structure, types and their networks (Carmel and Tjia, 2005; Emerson, 2013). Lee and

Mowday (1987) viewed the TI as the worker's individual mental decision of no longer willing to be employed with their existing organization.

Extant researchers examined the POS and TI (Aselage and Eisenberger, 2003; Donsbach and Shanock, 2008; Emerson, 2013; Maertz et al., 2007; Pattanayak and Chhabra 2014; Rhoades and Eisenberger, 2002; Wickramasinghe and Wickramasinghe, 2011) view that POS diminishes the formulation of TI as a viable employees' work outcome, in ITO it is one of the major concerns (Jayaweera and Thelijjagoda, 2011; Silva, Udawatta and Nanayakkara, 2011; Sivalogathasan and Xiaobo, 2013).

Emerson (2013) argues that the relative hidden cost associated with the TOI, which is believed to be possibly higher than the direct costs but not limited to reduced morale among employees, increased pressure on existing workers, loss of brand image and reduced recommendations from the existing employees to attract potential employees. Specifically, in the ITO (services industry), during turmoil, employees are viewed as the most valuable asset (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Arguably, the ability to deliver clients solutions of ITO organizations (software and web application development, IT consulting, systems implementation) (The World Bank, 2005) becomes questionable if the work organization most valuable employees would have started to depart. Because, in the ITO, knowledge workers' skill sets make a difference (Elmuti, Grunewald and Abebe, 2010). Drucker argues (in 1999 and 2006) that the knowledge workers demands in the work environment and managing their intentions and expectations are believed to be challenging.

One controversial and interesting insight about the turnover intention that employees who have better skillsets, abilities and experience attempting to leave their existing work organization is that they can possibly find jobs. However, which is not the case with employees who cannot find jobs (Tanova and Holtom, 2008). This occurrence brings another interesting question to the table, which is, organizations cannot assume that employees who have not left their work organization are emotionally committed to their organization unless they have an empirical mechanism to validate.

Mobley (1977) who developed a framework which empirically examining the employees' turnover behavioural patterns concludes that in work organization employees evaluate their job satisfaction and dissatisfaction of their job role. If the job dissatisfaction

exceeds only, the TOI crops up. During this phase, employees carry out a cost-benefit analysis to evaluate the risk of quitting their existing job against the potential gains (utilities) outside their work organization. If employees would gain tangible benefits better than their current job, then they actively progress towards the decision to depart.

Employees who are emotionally involved with their job (job satisfaction) and exhibit extra-role behaviours (OCB) have been found to achieve more and less likely to leave the organization they are working for (Eisenberger et al., 1990). Fortunately, both distinct constructs (job satisfaction and OCB) are part of the conceptual model, this thesis proposes. Thus, it provides an opportunity for the researcher to examine how the TI as a consequence of POS changes while job satisfaction and OCB are present (Podsakoff et al., 2000).

MacKenzie, Podsakoff and Fetter (1993) stated that employees who fit with their work organization's culture are likely to remain with their work organization. In contrast, workers who show incompatibility with a particular culture are more likely to disclose voluntarily withdrawal behaviour (Bourne and Jenkins, 2013). However, the organizations operate in a particular national culture, thus, it is very likely to exert influence towards the work culture (Al-Hadhrami, 2013; Gyekye and Salminen, 2009). Thus is the necessity to compare how POS influences the TOI in two distinguished cultural contexts.

Previous researchers who have examined the empirical relationship between the POS and TI indicated that the employees with an adequate level of POS would be less likely, and less actively seek employment outside their work organization (Meyer and Allen, 1997). Rhoades and Eisenberger (2002) stated that employees with a high level of POS exhibit desire to remain long term with their existing work organization, equally POS was found negatively related to the TOI.

Employee TOI always has been a critical issue for top management of any organization (Chen, Lin and Lean, 2010). TI is the most influential and direct predictor of actual turnover rate (Tett and Meyer 1993). In Sri Lanka, the ITO industry's average employee turnover rate fluctuates between 6-9 % per annum (ICTA, 2006; SLASSCOM, 2014). Nevertheless, the single-digit figure of industry turnover rate still could be viewed as relatively high due to the limited labour pool (Jayaweera and Thelijjagoda, 2011). Thus, this can be viewed as critical to Sri Lanka's ITO industry.

As stated, TOI is critical to ITO organizations to proactively control their employee turnover rate. Thus, they need to foster a practical mechanism to predict TOI. Previous researchers have investigated the influence of POS on TOI indicated that POS negatively influence TOI (Wickramasinghe, 2011). However, this research was conducted in Sri Lanka's apparel industry, where workers are most likely to perform routine jobs. Further, very limited researchers have investigated the TOI among knowledge workers, in ITO (Sivalogathasan and Xiaobo, 2013). While the TOI is being an unsettled issue (Donsbach and Shanock, 2008; Emerson, 2013), in Sri Lanka, it is very unlikely that a research study is conducted adopting POS construct, evaluating the employees work outcomes by integrating the demographic and socio-cultural settings. Henceforth, the proposed comparative study sheds light on to the extent to which POS influences the TOI. The next section discusses operationalizing the key variables of the proposed conceptual framework.

3.3 Operationalization of Key Variables

This section discusses the key variables (attributes) that act as an integral part of the conceptual framework (measurement models) derived from the fundamental model (i.e see chapter number 1). The variables operationalized in the conceptual framework are antecedents of POS, POS itself and outcomes of POS. The researcher utilized the previous research' questions to the optimum level to operationalize the variables as part of the proposed conceptual framework.

Further, table 5 demonstrates the operationalization of key variables which are derived from the core synthesis of literature review (i.e refer to table 3, in chapter 2).

Variables	Source	Attributes
Organizational fairness	Ambrose and Schminke (2009)	1. Overall, I am treated fairly by my organization. 2. In general, I can count on my organization to be fair. 3. In general, the treatment I received while I am around my organization is fair.
Supervisor support	Rhodes and Eisenberger,	1. My Supervisor really cares about my well-being. 2. My Supervisor strongly considers my goals and values.

	(2002 and2011)	3. My Supervisor shows little concern for me. (Reverse- (R)) 4. My Supervisor cares about my opinions. 5. My Supervisor is willing to help me if I need a special favour. 6. Help is available from my Supervisor when I have a problem. 7. My Supervisor would forgive an honest mistake on my part. 8. If given the opportunity, my Supervisor would take advantage of me (R).
Pay level satisfaction	Heneman and Schwab (1985)	1. I am satisfied with my take-home pay 2. I am satisfied with my current salary. 3. I am satisfied with my overall level of pay.
Felt Obligation	(Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001; Liu, 2004,)	1. I feel a personal obligation to do whatever I can to help my company achieve its goals. 2. I owe it to my company to give 100% of my energy to my company's goals while I am at work. 3. I have an obligation to my company to ensure that I produce high-quality work. (Eisenberger et al., 2001; Liu, 2004, p88)
POS	Rhoades and Eisenberger (2002)	1. My organization really cares about my well-being. 2. My organization strongly considers my goals and values. 3. My organization shows little concern for me. (R) 4. My organization cares about my opinions. 5. My organization is willing to help me if I need a special favour. 6. Help is available from my organization when I have a problem. 7. My organization would forgive an honest mistake on my part. 8. If given the opportunity, my organization would take advantage of me. (R).
Job	Emerson	1. Compared to what you think it should be, how satisfied

satisfaction	(2013)	are you with the type of work you currently do? 2. Compared to what you think it should be, what is your current overall level of satisfaction with your job? 3. Compared to what you think it should be, how satisfied are you with the amount of work that you currently do?
OCB *(OCBI)* OCB *(OCBO)*	Lee and Allen (2002)	1. Willingly give your time to help others who have work-related problems. 2. Adjust your work schedule to accommodate other employees' requests for time off. 3. Go out of the way to make newer employees feel welcome in the work-group. 4. Assist others with their duties. 5. Attend functions that are not required but that help the organizational image. 6. Defend the organization when other employees criticize it. 7. Offer ideas to improve the functioning of the organization. 8. Take action to protect the organization from potential problems
In-role performance	(Liu, 2004; MacKenzie, Podsakoff, and Fetter, 1991; Podsakoff and MacKenzie, 1994; Tsui, 1984)	1. I am outstanding when all things are considered. 2. I perform my job that way I like to see it performed. 3. I am one of this company's most valuable employees.
Positive Mood	Watson, Clark and Tellegen, (1988)	1. I generally feel energetic at work. 2. I generally feel cheerful at work.
Turnover Intentions	Brashear et al. (2003)	1. I often think about quitting my present job. 2. I intend to quit my job. 3. During the next 12 months, I intend to search for an alternative role (another job, full-time student, etc.) to my

		present job 4. I have searched for a new job.
Demographic Variables	(Gyekye and Salminen) (2009) (Rhoades and Eisenberger) (2002)	1. Age 2. Gender 3. Education 4. Civil status 5. Organizational tenure 6. Job Role
Socio-cultural variables	(Hofstede, (2011), (Alhadhrami 2013).	1. Religion 2. Language

Table 5 Demonstrates Operationalization of Key variables

It should be highlighted that statements in table number five describe the operationalization of variables and those were used in the research questionnaire to collect self-reported responses. The variables derived from those statements are part of POS-ITO model. The next section formulates the conceptual framework for the proposed research.

3.4 Hypothesized Conceptual Model

The conceptual framework of the research (i.e, figure 11) demonstrates the projected relationships between antecedents of POS (OF, SS, PLS), perceived organizational support itself and employees' work outcomes (JS, OCB, IRP, PM and TOI). The three antecedents of POS form organizational support, in turn; POS acts as proxy and impacts the employees' work outcomes. Further, how demographic and socio-cultural factors moderate the impact of POS on employees' work outcomes is also captured. In a summarized view, the conceptual model encapsulates the fundamental basis to estimate POS in ITO and enable the researcher to use a mechanism to predict, test and validate hypotheses. The conceptual model is derived from the existing POS literature. It is also an enhanced version of the fundamental model (i.e, figure 3), thus the conceptual model is coherent, applicable and transparent.
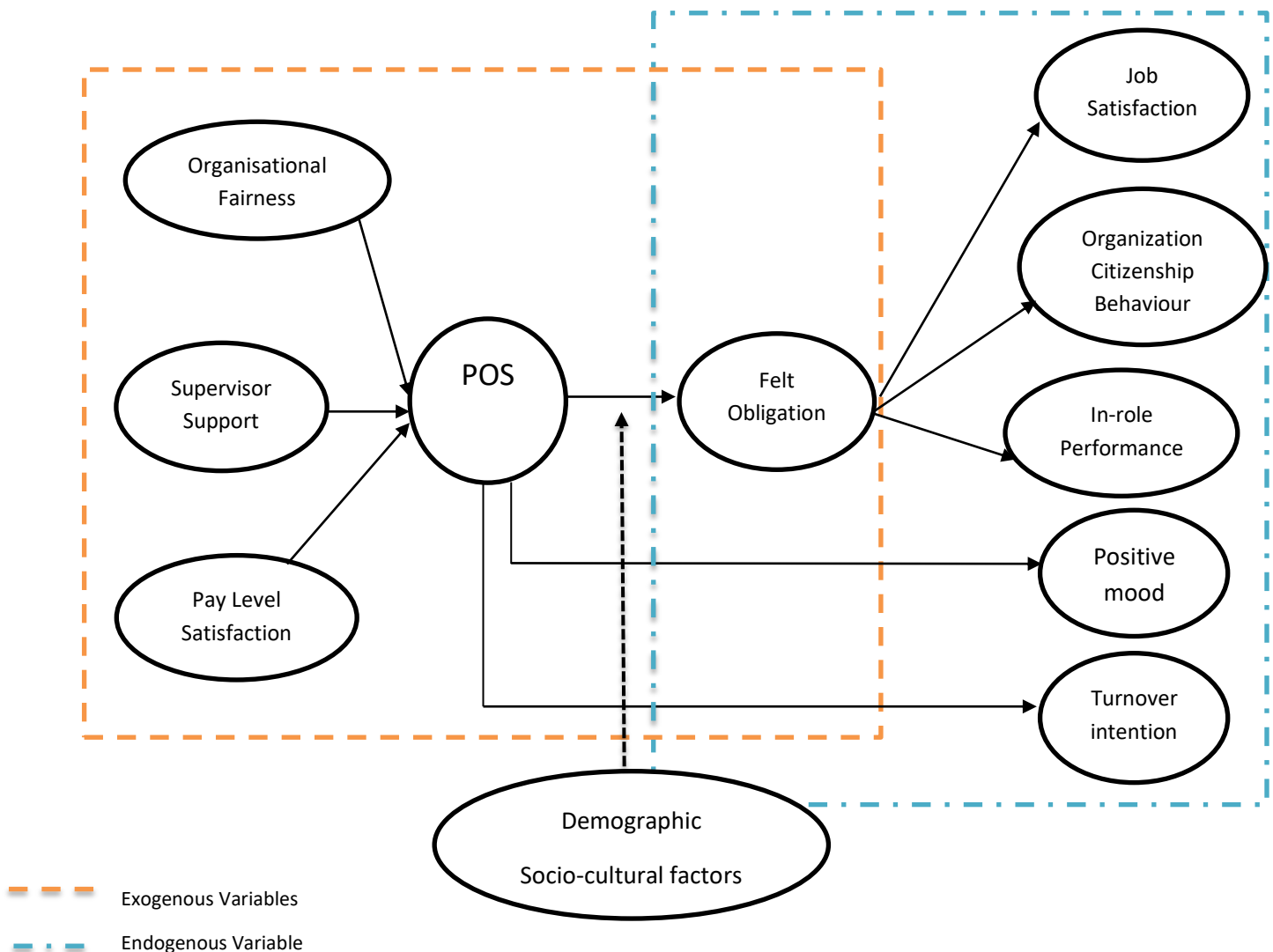
Figure 11 Exhibits Hypothesized Conceptual Model

The illustration of the conceptual model is described as a particular study of theories, constructs and beliefs which are also acknowledged by the researcher as an integral part of the research design (Miles and Huberman, 1994; Robson, 2011; Jabareen, 2009; Maxwell, 2005). Miles and Huberman (1994) demonstrated a conceptual framework as the visual design of the written intellectual product. Further, they stated that a conceptual model explains to the readers either in graphical or narrative forms about the key things to be studied in research including but not limited to variables, constructs and factors that establish the logical relationship among them (Miles and Huberman, 1994).

Further, researchers discuss the importance of developing visibility towards the key assumptions underpinning the proposed conceptual frame primarily due to generating the desired research outcomes, within the limited time frame (Maxwell, 2013). In other words, even a research's results could be ambiguous if the assumptions of context go wrong, hence the risk.

An alternative way of stemming a conceptual model for research is to construct ideas sensibly and logically, not found before. This approach allows researchers to integrate ideas and constructs that are originated from the previous research or elsewhere, but the overall assembly and rationality is something researchers uniquely develop. It is critical to focus on the existing researches and the theories that are relevant to this proposed research because those are reliable resources for understanding the key challenges and the potential outcomes (Jabareen, 2009; Maxwell, 2005). However, the researcher believes that the primary theory used in this research is believed to be practical, previously used by numerous organizational researchers to predict various employee's work outcomes, in distinguished industries and various contexts (Aselage and Eisenberger, 2003; Krishnan and Mary 2012; Kurtessis et al, 2015; Liu, 2004; Miao, 2011; Rhoades and Eisenberger, 2002; Riggle, 2007; Sivalogathasan and Xiaobo, 2013).

3.5 Rationale for Methodological Approach

Organizational research is conducted on a fundamental basis which includes specific theoretical and methodological basics known as research paradigms. The ontological and epistemological views of the research paradigm enable the researcher for adopting a specific research methodology. The rationale for adopting a positivistic/empiricist approach amounts to saying (ontological) that a realist exists, independently of the observer that can be observed and measured objectively.

The research paradigm adopted in this research is positivism (i.e please refer section 4.2.1 for the detailed view). Positivists/empiricists trust that a research-reality is developed objectively and its existence can be measured. Thus, as far as this research is concerned, the researcher critically examines the phenomenon of how POS impacts the employees' work outcomes in the context of ITO. Meaning, a reliable understanding of how the researcher tends to make decisions and implement them throughout the research is critical.

The fundamental characteristic of how POS impacts the employees' work outcomes is characterized by the following cluster of beliefs.

a) The POS theory is believed to be universal; however, it requires validation in ITO context.

b) The scientific method of enquiry is a very dependable approach to research.

c) Belief that phenomenological knowledge can be produced via critical observations.

d) The assumption that context matters but context changes.

e) The belief that scientific enquiry (this research) explores the ontological truth of the application of POS in the ITO.

f) The belief that cause and effect among antecedents of POS, POS itself and outcomes of POS (work outcomes) can be analysed and distinguished using the quantifying approach.

g) The Goal of finding out the key facts related to POS, ITO and Employees work outcomes

h) The ultimate goal of the research is to formulate a robust but universal method to clarify the applicability of POS in the ITO.

3.5.1 The Approach, Validity and Reliability of the Research Method

This section explains the research method, that is, why the researcher has chosen quantitative approach to collect data using a structured questionnaire is discussed and justified.

Validity: The researcher used previous research questionnaires to an optimum level in the research questionnaire to collect data on antecedents of POS, POS itself and the outcomes of POS. Meaning, the correct procedure is applied to collect data, hence the validity.

Reliability: A seven-point Likert-scale is used to capture the questionnaire responses from the knowledge workers. The scale utilized in the liker scale indicates this research adopts structured questionnaires (highly structured questionnaires) to capture the self-reported responses from the knowledge workers using a predetermined scale (i.e please choose the response from 1 to 7 that best fit your opinion). In the questionnaire, the researcher indicates the purpose of the study, thus, the aim of the study is obvious to the respondents (knowledge workers).

Using a structured and recycled (previously used by the researchers) questionnaires are very common, and it is used as the primary data collection instruments in organizational research (Riggle, 2007; Arora, 2017)). Using structured questionnaire in organizational research generates numerous benefits but not limited to;

a) It enables the researcher to compare the responses between targeted respondents, in this case between Sri Lanka and UAE. This is a critical success factor as this research design is concerned (cross-sectional and comparative study), because, the structured questionnaire collects several types of data and uses several types of data collection techniques.

b) The structured questionnaire is easy to design and administer. Further, it also allows the researcher to tabulate the questionnaire responses, sequentially.

c) Structured and recycled questionnaire increases the probability of having reliable responses, which are vital for analysis, interpretation and generalisation.

3.5.2 Ethical Protocol in Accessing and Adapting Data

Satisfying the ethical requirements was useful from the point of view of constructing the questionnaire and follow-up procedures. For this research, the researcher was given formal ethical approval by Cardiff Metropolitan University (i.e, the approval reference: 20074217.24.08.16). The standard ethical guidelines of Cardiff Metropolitan University offers set of ethical guidelines on the key issues of respect for research participants, confidentiality, the privacy of data, risk associated and data biasness, all of which the researcher had already noted as part of the research process. Further, a cover letter was included as part of the questionnaires in which the researcher guaranteed the research participants about the ethical compliance

Ethical procedures for organizational research involving employees have been long established (Asai, Nakayama and Naito, 2003). In this research, the researcher has addressed the ethical considerations in the implementation of structured research questionnaire. Building the ethical awareness among the research participants is crucial to collect the clean data. Thus, the ethical instructions were clearly articulated in a summarised format in the questionnaire itself (i.e, refer annexure 2).

The data collection procedure, accumulated facts and knowledge are bound by the ethical principles and guidelines of academic research but not limited to;

a) The research participants were informed that the purpose of this research is solely academic and their involvement and participation in this research is truly voluntary.

b) It was clearly indicated by the researcher that respondents were free to withdraw from providing the response at any point in time.

c) The methodology was based on the respondents' perceptions. Adherence to Cardiff Metropolitan University ethical requirements assured respondents as to their anonymity and confidentiality which, therefore, therefor encouraged honest responses.

d) The structured questionnaire circulated was sent to the participants individually, using their dedicated email addresses.

3.5.3 Rationale for Using AMOS

The use of AMOS as statistical tool to develop structural equations is widely acknowledged in organizational research. AMOS aids in the functioning of structural equations. SEM analysis enables the researchers to measure the complex latent variable robustly; otherwise the direct measurement of latent variables is not possible.

While the graphical user interface of AMOS (graphic window) only shows the standard part of the data-standardised and unstandardized coefficient estimates, the text output generates the entire results. Selecting AMOS over other structural equation modelling software application would provide the following advantages,

a) Well-aligned graphical user interface: The simple, dynamic and user-friendly interface enables the researchers to design-develop the latent variables, observable indicators, statistical association and the error term smoothly.

b) Covers critical features of measurement and structural models: AMOS effectively generates the standardised and unstandardized coefficient estimates, error terms, elimination of residual errors and covariance structure. The right combinations of measures offer researcher to make various predictions on the statistical association of variables on a large volume of non-nominal data.

c) Define the number of variables: AMOS shows both observed and unobserved variables in a distinct and explicit manner. It also reveals the individual and combined statistical results in the process of SEM analysis.

d) Normal distribution of data: AMOS normally distributes the data or data weightage from indicator variables while performing the SEM analysis. It is an important feature. The text output of AMOS demonstrates the normality of the data for further fit-indices analysis.

e) The influence of path and alternative path analysis: The output generated by the modification index results show how significant a path drawn based on the hypothesis. By examining the measure of index the researcher adds or removes paths in both measurement and structural models.

3.6 POS Hypothesis Development

The succeeding section presents the rationale of this research, along with several Hypotheses derived from the existing knowledge gap around POS and critical review of existing literature of POS (i.e., the contingency of POS impact, refer chapter 2). To reduce redundancy, the justification for multiple hypotheses is described at once, rather than independently, but the dialogue on these hypotheses is summarised. Some hypotheses proposed in this research have been tested in previous research, but in a different context (i.e. various industries, several types of workers, distinct hierarchies, different geographies and different cultures, see chapter 2).

3.6.1 Summary of Hypotheses

In order to provide the holistic view, the researcher captured all the hypotheses in the below-incorporated table, those were derived as part of the synthesis of literature review and were tested using SEM.

Hypothesis Number	Description of Hypothesis
Antecedents of POS	
H1	(a) Organizational fairness, (b) supervisor support and (c) pay level satisfaction are positively associated with the workers' POS levels.
H01	There is no relationship between (a) Organizational fairness, (b) supervisor support and (c) pay level and level of POS.
H 1.1	Organizational fairness is positively related to the level of employees' POS.
H01.1	There is no relationship between organizational fairness and POS.
H 1.2	Supervisor support is positively associated with employees' POS level.
H01.2	There is no relationship between supervisor support and POS level.
H 1.3	Pay level satisfaction is positively related to the extent to which workers develop organizational support.
H01.3	There is no relationship between pay level satisfaction and workers POS.

Consequences of POS	
H2	POS is positively related to the workers' level of job satisfaction via felt obligation.
H02	There is no relationship between POS and job satisfaction via felt obligation.
H3	Employees' POS is positively associated with in-role work performance via felt obligation.
H03	There is no relationship between POS and job satisfaction via felt obligation.
H4	Employees' POS is linked positively to the level of OCB via felt obligation.
H04	There is no relationship between the POS and OCB via felt obligation.
H5	Employees' POS level is positively associated with employees' positive mood.
H05	There is no relationship between the POS and Positive Mood.
H6	Employees' POS level is inversely related to their turnover intentions.
H06	There is no relationship between POS and turnover intention.
H7	POS is positively related to felt obligation, which in turn, mediates the employees' work outcomes.
H07	There is no relationship between the POS and felt-obligation, in turn, felt obligation does not mediate the employees' work outcome.
Moderated Impact of POS	
H8	Worker's demographic variables such as age, gender, civil status, education and the managerial role moderate the effect of POS on employees' work outcomes uniquely in Sri Lanka and UAE.
H08	Workers demographic variables do not moderate the impact of POS on employees' work outcomes uniquely in Sri Lanka and UAE.
H 8.1	Relatively, older workers express more supportive perceived organizational support than younger workers.
H08.1	Relatively older workers not express more supportive perception than the younger workers.
H 8.2	Men express more supportive perceived organizational support than women workers.
H08.2	Men do not express more supportive perception than women workers.
H 8.3	Relatively, married workers show more supportive perceived organizational support than unmarried workers.
H08.3	Relatively, married workers not show more supportive perception than

		unmarried workers.
H 8.4		Relatively, more educated employees show more supportive organizational support than less-educated workers.
H08.4		Relatively, more educated workers do not show more supportive perception compared to less-educated workers.
H 8.5		Relatively, organizational tenure enables high supportive perception towards their organization.
H08.5		Relatively, organizational tenure does not enable high supportive perception towards their organization.
H 8.6		Managers express more supportive organizational support than subordinates.
H08.6		Managers do not express more organizational support than subordinates.
H9		The impact of POS on employees work outcomes is moderated by the language and the religion differently in Sri Lanka and UAE.
H09		The impact of POS on employees work outcome is not moderated by the language and the religion in Sri Lanka and UAE.

Table 6 Exhibits the Hypothesis of the Comparative Study

3.6.2 Discussion on Hypotheses

Various hypotheses related to perceived organizational support are included in the previous section. The next section stems from the emphasis of those hypotheses in organizational research.

Antecedents of POS

Hypothesis (H) 1: (a) Organizational fairness, (b) supervisor support and (c) pay level satisfaction are positively associated with the workers' POS levels.

H 1.1: Organizational fairness is positively related to the level of employees' POS.

The notion fairness (a distinguished form of fairness) has been extensively investigated and positively related to POS. The procedural, structural and social justices were positively related, in a meta-analysis, which included more than 70 studies about POS (Rhoades and Eisenberger, 2002). Thus, the researcher hypothesized that to the extent to

which organizational fairness (overall) is expected to have a positive influence on POS (Aselage and Eisenberger, 2003; Liu, 2004)

ITO organizations should critically evaluate and revisit the perceived fairness practices of their work organization such as the design of fairness policies, implementation of distinct fairness practices and to what degree the adopted fairness practices have implanted POS, to name a few. Hence, employees perceive that their work organization is supportive when they experience that there is uniformity in the manner in which their organization applies its policies procedures and practices in the impartial treatment of employees.

H 1.2: Supervisor support is positively associated with employees' POS level.

As previously stated that the supervisors are the formal agent of organizations, vested with power by the organization to evaluate the employees' contribution (Aselage and Eisenberger, 2003; Eisenberger, 2002; Maertz et al., 2007; Rhoades and Eisenberger, 2002; Shanock and Eisenberger, 2006). Supervisor support fosters POS to the degree to which the supervisor's work behaviours towards subordinates are believed to be endorsed and appreciated by the organization, as opposed to being seen as the individual motive of the supervisor (Eisenberger et al., 2004; Liu, 2004). Henceforth, supervisor support was positively related to the extent to which employees perceive organizational support.

H 1.3: Pay level satisfaction is positively related to the extent to which workers develop organizational support.

Organizational reward practices recognising and valuing the employees' contribution should be positively associated with POS according to OST. Pay directly contributes to the development of POS, thus one of the primary antecedents of POS (Eisenberger et al., 1986; Eisenberger, Rhoades, and Cameron,1999; Shore and Shore,1995; Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). Pay is one of the core components of rewards (Miceli and Mulvey, 2000; Shore and Tetrick, 1991, which signals the recognition, appreciation of employees contributions to their work organization (Eisenberger et al., 1986; Eisenberger, Rhoades and Cameron, 1999). Shore and Tetrick (1991) identified that POS had a positive relationship with pay, which leads to employees' satisfaction.

It would be impossible to evaluate the cumulative impact of a wide range of reward practices in this research. Past researchers who examined individual (distinct) POS construct, found a positive relationship between reward practices and POS (Miceli and Mulvey, 2000; Shore and Tetrick, 1991; Moorman, Blakely and Niehoff, 1998; Nye and Witt, 1993; Wayne, Shore and Liden, 1997; Allen and Helms, 2001; Rhoades, Eisenberger, and Armerli, 2001). Thus, the researcher hypothesized that the extent to which the knowledge workers are satisfied with their pay is positively related to POS.

According to OST, reciprocity is the operational principle in which POS mediates the effect between the antecedents and outcomes. Hence, the higher the felt obligation, the efficient the employees' work outcomes, as employees become emotionally committed to repay to their work organization. In other words, high level of POS contributes to enhanced felt obligations among workers, enable them to pay back to the organization, consistently via a better performance of JS, OCB, IRP, PM, but lessened TOI. The proposed research yields five viable employees' work outcomes construct (i.e., see chapter 2). In that point of view, the researcher discusses each of these employees' work outcomes and their association with POS via specific hypothesis below.

Hypothesis 2: POS is positively related to the workers' level of job satisfaction via felt obligation.

JS is a construct identified as a viable outcome of POS (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Riggle, 2007). POS is found to be positively associated with the JS in numerous research (Emerson, 2013; Pattanayak and Chhabra, 2014; Miao and Kim, 2010; Rhoades and Eisenberger, 2002). Researchers scrutinised the influence of POS on JS have indicated that JS is believed to be more beneficial to individuals compared to the organization (Rhoades and Eisenberger, 2002). Thus, in this research, organizational support is positively related to the level of employees' job satisfaction.

Hypothesis 3: Employees' POS is positively associated with in-role work performance via felt obligation

Established researches on task performance classify the construct into two specific types; task (in-role), contextual performance (extra-role) (Conway, 1999; Motowidlo and Van Scotter, 1994; Organ, 1997). The in-role performance denotes employee's core roles and

responsibilities having direct consequences of ability and experience (Motowidlo and Van Scotter, 1994). As far as the proposed research is concerned it scrutinizes the impact of POS on in-role performance. Borman and Motowidlo (1997, p. 99), view that in-role performance is critical and contributes to the "organization's technical core". Researchers stipulate that IRP is critical to organizational performance, cum sustainability (Webster and Adams, 2009).

In a similar view ITO experts view that the technical core is critical to ITO organizations' sustainability (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010). Prior research studies have acknowledged a positive relationship between POS and IRP (Aselage and Eisenberger, 2003; Bartol, 2007; Liu, 2004; Rhoades and Eisenberger, 2002; Webster and Adams, 2009). Thus, the researcher predicts that to the extent that employees perceive organizational support would favourably influence the IRP.

Hypothesis 4: Employees' POS is linked positively to the level of OCB via felt obligation.

According to the reciprocity norm, OST presumes that if employees experience more POS, they are likely to exhibit more attachment, involvement and effort in their work (Eisenberger et al., 1986). Further, Organ (1988) argues that employees' positive work behaviours and attitudes towards their work organization (such organizational support), could be even more closely associated with their extra-role behaviours, specifically OCB. POS was found positively associated with the multi-dimensional OCB construct (Miao, 2011; Moorman, Blakely and Niehoff, 1998; Muhammad, 2014; Lambert, 2000; Miao, 2011; Muhammad, 2014; Podsakoff et al., 2000). The logical integration between the POS and OCB has significant empirical backing of organizational literature. Further, Shore and Wayne (1993) identified that POS construct was found as a better predictor compared to other constructs such as affective commitment and continuance commitment.

Further, a research study from Coyle-Shapiro and Conway (2005) indicated that an adequate level of POS motivates employees to enhance their extra work-related efforts towards their counterparts, enabling the organization to organizational goals. Alike, employees attempt to respond to POS by exhibiting distinct contextual performances (Rhoades and Eisenberger, 2002). Thus, the researcher hypothesizes that POS stimulates felt obligation among ITO workers to emotionally involve in work-related activities to help the organization, but beyond their formal job role and responsibilities.

Hypothesis 5: Employees' POS level is positively associated with employees' positive mood.

The positive mood has been becoming increasingly important in the organizational research because it is used as a valid measure to understand the impact of employees' work-related tasks (Watson, Clark, and Tellegen, 1988; Baker, Zevon and Rounds, 1994). Also, latest research studies have suggested that superiors' work-related behaviours and attitudes towards their subordinates (i.e. supervisor support, refer chapter 2) impact the manner in which lower-tier employees carry out their work (Brief and Weiss, 2001; George, 2000; Donsbach and Shanock, 2008). Organizational researchers have stressed the importance of PM among workers and its positive association with POS (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Further, the existence of PM in the work environment enables the knowledge workers to carry out their work effectively, which has a partial impact on extra-role performance (Rhoades and Eisenberger, 2002).

Hypothesis 6: Employees' POS level is inversely related to their turnover intentions. `

Employees' turnover intentions have been negatively associated with POS, in several organizational research studies (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Emerson, 2013). Irrespective of industry, size and scale of operation, organizations view the employees turnover intention as the undesirable occurrence due to the cost the organizations incur (Emerson, 2013; Maertz et al., 2007; Pattanayak and Chhabra, 2014; Wickramasinghe and Wickramasinghe, 2011). Thus, the empirical support is justified for the inverse relationship between the level of POS and the workers turnover intentions.

Substantial research studies reveal that POS acts as a proxy and mediate the impact between antecedents of POS and outcomes of POS (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Kurtessis et al., 2015). A growing body of organizational literature indicates that POS is used as a valid construct to predict a wide range of employee's work outcomes (Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades, 2001; Kurtessis et al, 2015; Miao, 2011; Muhammad, 2014; Shanock and Eisenberger, 2006). In this line, the proposed research examines the mediating feature of POS with employees work outcomes such as JS, OCB, IRP, PM and TI (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Rhoades and Eisenberger, 2002).

Hypothesis 7: POS is positively related to felt obligation, which in turn, mediates the employees' work outcomes.

A research study that investigated the moderated impact of POS in Africa in the light of demographic and socio-cultural variables has indicated that the influence of POS on employees work outcomes are contingent on the demographic and socio-cultural factors, pertaining to a nation (Gyekye and Salminen, 2009). Though, a comprehensive meta-analysis from Rhoades and Eisenberger (2002) empirically validate the moderating function of POS, very less emphasis was given to scrutinize how the moderation may differ in two distinct contexts.

The researcher argues that the overall impact of POS on workers' work outcomes become inconclusive unless the control variables have been integrated with the standard POS construct. This particular gap in the literature has been wildly acknowledged in this thesis; the researcher critically evaluates how the differences in demographic and socio-cultural factors impact the employees' work outcomes, differently, in Sri Lanka and UAE. The researcher hypothesizes demographic and socio-cultural variables will moderate the impact of POS on employees work outcomes (i.e, see chapter 2).

Hypothesis 8: Worker's demographic variables such as age, gender, civil status, education and managerial role moderate the effect of POS on employees' work outcomes uniquely in Sri Lanka and UAE.

H 8.1 Relatively, older workers express more supportive perceived organizational support than the younger workers.

H 8.2 Men express more supportive perceived organizational support than the women workers.

H 8.3 Comparatively, married workers show more supportive perceived organizational support than the unmarried workers.

H 8.4 Relatively, more educated employees show more supportive organizational support than the less educated workers.

H 8.5 Relatively, organizational tenure enables to high supportive perception towards their organization.

H 8.6 Managers express more supportive organizational support than the subordinates.

As like the demographic variables the socio-cultural factors also relatively have a say in the manner in which POS associate with the employees' work outcomes (Gyekye and Salminen, 2009; Brougham and Haar, 2013).

Hypothesis 9: The impact of POS on employees work outcomes is moderated by the language and the religion differently in Sri Lanka and UAE.

3.6.3 Assumptions of the Proposed Conceptual Model and Hypothesis.

Assumptions are fundamental to theories and research, without them research problems could not exist, be feasible (Leedy and Ormrod, 2015). However, justifying and validating the underpinning assumptions to a particular research's direction is critical (Simon and Goes, 2013). In this point of view, the researcher interprets the POS construct via three thinking dimensions: underpins the proposed research design, understanding the phenomenon under examination and utilize the POS theory to develop new knowledge. This approach enables the researcher to constructively understand the utility of the underlying assumptions of the proposed conceptual model and the derived hypotheses.

OST reveals that the POS construct is based upon two primary underlying factors; attributional process and reciprocity (Eisenberger et al 2001; Kurtessis et al, 2015; Rhoades and Eisenberger, 2002). The attributional process scrutinizes the organizations' benevolent intent to value and reward the increased work effort of employees (Rhoades and Eisenberger, 2002). Whereas, the norm of reciprocity which emphasizes the criticality of necessitating favourable treatments at work, also serves as a starting point for building an interpersonal relationship at work (Aselage and Eisenberger, 2003). However, both the features are critical to the adequate level of POS, among workers. Further, the reciprocation of preferred resources reinforces employer-employee relationship consistently, over a period of time. In this line, the researcher speculates that the ITO organizations demonstrate attributional and reciprocation characteristics via the antecedents of POS, towards employees, knowingly or unknowingly (Rhoades and Eisenberger, 2002).

OST assumes the extent to which workers payback to their work organization is depended on the norm of reciprocity, strength of reciprocity and their belief (POS), ultimately they utilize as the reliable basis to establish an employee-employer relationship (Aselage and Eisenberger, 2003; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002). Therefore, the researcher assumes that the effort towards the reciprocity attributes in work relationship between employees and employer is a natural phenomenon that exists in Sri Lanka's and UAE's ITO. Thus, the underlying key assumption here is that both the attributional process and the reciprocity norms of OST will continue to be vital, in the ITO companies' practices.

3.7 Conclusion of the Chapter

This section lays the hypothesized conceptual model derived from the critical examination of the existing literature of POS. The antecedent of POS, POS itself, outcomes of POS and the control variables are an integral part of the proposed conceptual model. The integral components are coherently integrated using the existing literature on and around POS.

The hypotheses have been proposed based on the validated relationship that exists in the proposed model. As indicated by the researcher some Hypotheses were previously tested in various research studies. The derived Hypotheses validate the manner how workers develop perceptions in the context of ITO, the mediating nature of POS among the knowledge workers and specifically attempt to identify the differences in the moderation of POS due to the intervening nature of demographic and socio-cultural variables. Next chapter sketches the methodology used to collect and analyse the data. Next sub-section illustrates the mind mapping of chapter 3.

3.7.1 Mind Mapping of Chapter Three

The following diagram graphically demonstrates the overall structure of chapter three.
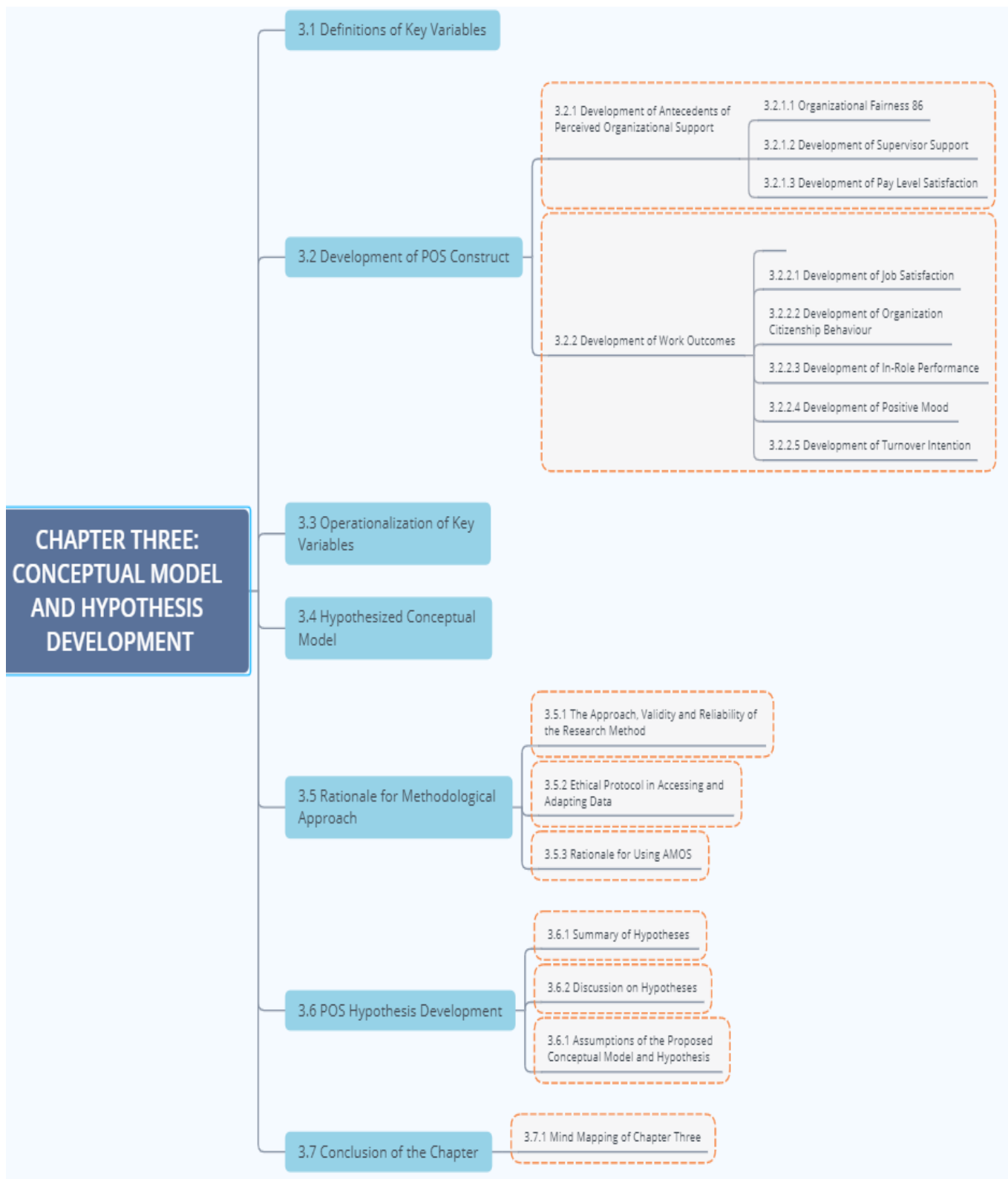
Figure 12 Illustrates the Mind Mapping of Chapter Three, Conceptual and Hypothesis Development

CHAPTER FOUR

METHODOLOGY

Data were collected from information technology offshoring workers working in both Sri Lanka and UAE, from small to large size IT companies. Six Information Technology Offshoring companies were targeted each in Sri Lanka and the United Arab Emirates. The ITO workers were involved primarily in software development and IT project management work both in emerging (UAE) and developing economies (SL). Based on the workers' contact information obtained via LinkedIn, emails were sent to 410 ITO knowledge workers, 260/410 participants responded, yielding a response rate of 63.5%.

The web-based survey was designed using Zoho application (www.zoho.com) integrating the LinkedIn. Thus, the directly provided responses were downloaded into an excel database, and then converted to SPSS format. The realistic sample was comprised of 141 responses from UAE (about 54.23%) and 119 responses from Sri Lanka (45.27%). Limiting the research participants to ITO workers limit the source of differences interrelated with workers in a wide range of a function (i.e, refer to section 4.2 Research Setting and Data Collection Procedure for descriptive statistics of the sample).

This chapter aims to:
    a. Describe the methodology, which was used to test the conceptual model that examined the impact of POS on employees' work outcomes.
    b. Present the research background in which the research was piloted. The procedures of circulating questionnaire, the method of data collection and key measures of variables have been discussed in a detailed manner, under distinct sub-sections.
    c. Evaluate alternative methodologies, which were used by previous researchers to test similar conceptual models.
    d. Provide a road map to the analytical procedure of the data.
    e. Finally, this chapter presents a short discussion on the sample size, fit indices, standardized paths, dimensionality test and various approaches concerning SEM.

It needs to be highlighted that nesting an empirical model to predict workers' work outcomes using the construct of POS is necessarily a complex task. It includes dissecting the

models, results and statistical properties to ensure the reliability and the validity of the research findings. The distinction between this chapter and the following chapters is that the following chapters are concerned with the significance of the research results rather than the intricacies of the methods and the models that have been used. At last, the intricacies being the focus of this chapter.

4.1 Research Approach and Methods

This research explores how the general theory of POS can be adapted to fit the context of Sri Lanka and the UAE, in a comparative study. The conceptual model is based on (a) CFA, with categories of observable variables and latent factors, derived from academic literature, and specified in the context of Sri Lanka and UAE which in turn is used to generate (b) SEM to test empirically the impact of POS on employee work outcomes in ITO in Sri Lanka and UAE, independently and comparatively. The overall approach resembles a mix of empiricism in the choice of SEM and CFA. The observables derived from the research questionnaire-that closely followed the kind of questions asked by the other researchers. This phenomenon indicates that this research approach had an element of empiricism and pragmatism, although this research adopts positivism as a research philosophy (Ashley, and Boyd, 2006).

The researcher carefully considered numerous factors before adopting the quantitative approach, comparative methodology and cross-sectional research design (Clark, Burrell and Morgan, 1981; Creswell, 2003; Biesta, 2007) similar approaches were adopted by the previous researchers to test the impact of organizational practices (variables) such as perceived organizational support (Kurtessis et al., 2015; Muhammad, 2014; Eisenberger et al., 2001; Rhoades, and Eisenberger, 2002, Aselage and Eisenberger, 2003 Bartol, 2007; Gyekye and Salminen, 2009), human resource practices (Liu, 2004; Yan, 2015) and organizational climate (Riggle, 2007) on various employees' wok outcomes, those reflections include but not limited to (Guba, 1990; Creswell, 2003; Creswell and David, 2018; Johnson, and Christensen, 2017).

- The epistemological linkage between the researcher and the research phenomenon

- The reality (research ontology) in which the research being conducted

- How to generate the research-specific data, how the data could be ethically assessed to and what theoretical constructs can be utilized to explain the research methodology (Twycross, 2004; Keighley, 2016; Welman, Kruger and Mitchell, 2015).

The research onion diagram incorporated in the next page illustrates the unique methodological approach that has been adopted in this research – inherited from (Creswell and David, 2018; Djamba and Neuman, 2002).

Research Method

(Research Techniques applied to collect data- Questionnaire responses, various questions and large samples)

Research Methodology

(Principals that guide the research to produce knowledge- Comparative and cross sectionals)

Epistemology

(What is worth knowing about the knowledge- The impact of POS on employees' work outcomes is contingent to specific context

Onthology

(What is reality about the impact of POS)

Figure 13 Explains the Methods, Methodology, Epistemology and Ontology of this research, adapted from Creswell and David, 2018

4.2 Research Setting and Data Collection Procedure

The data gathering procedure is strategically important for research studies, because of its ability to influence the epistemological stance of research studies. Thus, the need for social researches to technically communicate the data collecting procedure (James, 2010). In this point of view, the researcher speculates the ITO paradigm in which the research questionnaires were circulated has been significant (Carmel and Tjia, 2005; SLASSCOM,

2014). The proposed comparative study was conducted in the Information Technology Offshoring in Sri Lanka and UAE, totally in twelve (12) ITO organizations and embracing quantitative approach.

As stated, the data were collected using self-administrated questionnaires. The researcher used the past researchers' questionnaire to the optimum level to ensure the validity, integrity and appropriateness of the questions. A total of two hundred (260) employees' responses, in distinguished hierarchies, minimum in six (6) companies each in Sri Lanka and UAE, were surveyed. The research data was collected from December 2016 till April 2017. The proposed research method assures a realistic sample size, reliable validity and inclined towards reverent findings (Creswell, 2003; Kothari, 2008; Yong and Pearce, 2013). The following table summarizes the descriptive statistics of questionnaires circulated, responses received and its composition.

Items	Quantity	Description of the workers	Total No of Companies Targeted	Comments
Total Number of Questionnaire Circulated.	410	About 63%.	12 Small, Medium and Large size ITO companies.	Relatively, gaining 63% of questionnaire responses rate was possible by chasing the questionnaire responses via the LinkedIn small-world professional network on a regular basis.
Total Number of Returned Questionnaire Responses.	260	Participants were 260 Information Technology Offshoring workers who carry out IT works in cost-sensitive locations.		The ITO workers were involved in software development related work.
Total Number of Responses received in the UAE.	141	About 54%.	6 ITO Companies	The ITO workers were involved in software development related work.
Total Number of Responses received in Sri Lanka.	119	About 46%	6 ITO Companies	The ITO workers were involved in software development related work.

Table 7 Demonstrates descriptive statistics of questionnaires circulated, responses received and its composition

The researcher aimed to primarily use online and secondarily offline modes to circulate questionnaires to achieve a higher response rate, but according to the participant's convenience (Weber and Bradley, 2004). Collecting data via online in social, behavioural and humanities studies become usual because it reduces the marginal cost (printing and posting) of conducting the survey, makes accessing a larger sample viable and achieving a higher response rate possible (Cude, 2004).The researcher used the 'small world professional network' (LinkedIn network connections) intentionally as the primary online channel to gather data in a timely manner.

The researcher has worked in the ITO organizations over more than a decade, in several countries, and has occupied managerial roles specifically in Sri Lanka and UAE. This experience and the internet and professional and social networks helped to achieve high response rates and what he considers reliable data. The peer group established over 10 years enabled him to identify willing participants in the research who remain active in his networks.

Fortunately, in ITO, employees are happy to be associated via online due to their nature of the job. They love data and delight to live in the paper-less world possibly due to industry demand (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010; Liu, 2004; Riggle, 2007). This phenomenon was found to be true. The researcher learnt that online questionnaire responses had brought higher responses (27%) relative to offline circulation. Researcher hosted the questionnaire as the web-enabled survey, integrated with 'LinkedIn', enabling the participants to access the questionnaire easily via a clickable link, but individually. After having received and downloaded the questionnaire responses, the quantitative data sets were transferred to a database eliminating possible data management errors or glitches that may occur in a typical paper-based survey environment (Lyons, Cude, Gutter and Lawrence, 2003; Liu, 2004).

Researchers argue that one of the disadvantages of collecting data online potentially favours the unfairness (bias) of data, citing the lack of internet access or availability of electronic devices the questionnaire or potentially lack of filling the electronic questionnaire (Madden and Rainie, 2003). However, the researcher identified, these claims didn't impact on the ITO employees adversely (knowledge workers), because arguably knowledge workers are viewed as the subject matter experts in terms of using the internet, accessing modern

technologies, troubleshooting and using various hardware devices (Carmel and Tjia, 2005; Jayaweera and Thelijjagoda, 2011; Mitra, 2013). The electronic questionnaire circulation raised other challenges, such as accurate calculation of response rate, security issues and motivational challenges among respondents (Cude, 2004).

The researcher used respondents email as a valid indicator to trace the number of questionnaires sent online and accurately measure the response rate. Further, he developed an introductory page online which discusses concisely the purpose of the research and instructs the online respondents about how to avoid possible vulnerabilities.

The researcher also implemented the 'online-tips' advocated by the previous researchers while adapting the research questionnaire online (Cude; 2004; Lyons, Cude, Gutter and Lawrence, 2003). Research studies developed comparative views between electronic and paper-based surveys indicate that relative to traditional responses, computerize electronic-based surveys not only deliver uniformity of measurement, comparable datasets and distinct patterns of covariance (Stanton, 1998; King and Miles, 1995; Donovan, Drasgow and Probst, 2000), but also may avoid substantial proportion of missing values in questionnaire responses (Richman, Kiesler, Weisb and Drasgow, 1999; Stanton, 1998). It was found to be a true phenomenon in this comparative study.

The researcher obtained necessary approval from the heads of the IT department or human resource from the respective companies prior to distributing the questionnaire. Previous researchers have indicated that gaining approval from the management builds trust among the research participants, leads to provide unbiased responses and increase the probability of responding to the questionnaire in a timely manner (Dillman,1978), although the unit of analysis of this research is the employees. Nevertheless, this research doesn't include any sensitive data pertaining either to individual participants or organization, whatsoever (Creswell, 2003; Kothari, 2008; Dolma, 2010). In order to increase the accuracy of the research questionnaire responses, the researcher created awareness among employees that the proposed research study was solely for academic purposes (Dillman, 1978; 2000).

It was clearly stated to the employees that their participation was voluntary in this academic research. Further, the participants were given full assurance that no one, at any level, in their organization has access to information derived from the questionnaire other

than the researcher. However, only the overall results would be given to the ITO organizations, at an official request. Thus, participants' confidentiality were fully assured and protected to the optimum level. The proposed research study was conducted only in the ITO industry, thus it restricts the research participants only to ITO professional limits.

The targeted participants' age was between 20-50. The data sample included male and female distribution rate as per the workers' composition, in their work organization. As stated, the questionnaires were circulated among 410 candidates to gain 260 responses, and so exceeding sample size minimum requirements (Yong and Pearce, 2013). Please refer to section 4.2, table seven for the detailed view. The percentages of male and female workers were identified to develop the comparative view about what differences gender could cause how POS is formed, the degree to which it impacts the employees' work outcomes (Gyekye and Salminen, 2009)

With regards to the employees' age, the percentages of age range from 18-29, 30-39, 40-49 and beyond 50 were carefully captured. The educational background of the workers also was categorised on the basis of diploma, degree, masters and doctorate levels. The total number of responses, mean values and the standard deviation percentages were individually identified. With respect to the tenure the percentages of 1-4 years, 5-10 years, 11-14 years, over 15 years were captured.

The researcher objectively evaluates the moderated effect of POS between the managerial workers and the workers who belong to lower tiers (operational level). The respondents' religion and primary languages are captured purposefully to identify the pressure excreted by the socio-cultural variables on POS (Brougham and Haar, 2013). Nevertheless, this thesis provides empirical explanations about the distinguished socio-cultural settings (SL and UAE), where the research was conducted (i.e, refer to chapter 2). The research questionnaire was in English. It was found; the respondents had no problems of understanding English (very unlikely in the ITO sector in UAE and Sri Lanka). As anticipated by the researcher, it was found, that most of the ITO employees were able to complete the questionnaire responses on their own.

Points raised in the previous paragraphs are elaborated in later chapters.

4.2.1 Research Paradigms

As a researcher, I faced the problem of finding out how employees in the offshoring organizations perceived organizational support. In order to do this, I had to consider the truthfulness of questionnaire responses by taking various factors which are part of this research context into consideration. Thus, the researcher discusses the alternatives philosophical approaches in the next few paragraphs he considered for questionnaire design, research approach, interpretation and the research findings.

Research paradigms are a distinct set of beliefs that influence what a researcher examines and how research is conducted and the interpretation of results (Bryman and Bell, 2007; Holden and Lynch, 2004; Neuman, 2000). In this research, researcher adopts objectivist empiricist (positivist) approach, relatively, a comprehensive understanding of how researchers formulate distinct research paradigm is critical to successfulness execution of research. These implications include but not limited to debates, decision, choices and arguments about the whole research study process. Thus, the next section explains various research paradigms the researcher examined prior to adopting the positivist or empiricist approach in this research (Morgan and Smircich, 1980).

4.2.1.1 Epistemology of Proposed Comparative Study

In literature, epistemology is defined as the debate about how to get to the knowledge about a reality being examined or in other words what is knowable and worth knowing (Clark, Burrell and Morgan, 1981; Robson, 2002; Morgan and Smircich, 1980; Hill, 1987). In the context of this comparative research, an important research question the researcher examined was whether it was possible to generate the truth via the questionnaire responses of knowledge workers-that led to the development of POS, it was found to be a replicable reality. Specifically, by applying the positivist paradigm (empiricist approach) researchers obtain pursuit of knowledge through the application of series multiple empirical tests on a larger data sample. Thus, this study attempts to examine larger questionnaire responses (data sets) derived from ITO workers (knowledge workers) about the determinants of perceived organizational support and its impact on their work outcomes. Further, through the epistemological process, in this research, the researcher could advance towards developing

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new knowledge on POS-ITO (Blaike, 2010). Hence, it is appropriate to adopt epistemological stance and apply positivist paradigm (Creswell, 2003; Saunders, Lewis and Thornhill, 2009), the researcher follows the path of prior research studies (Kurtessis et al., 2015; Muhammad, 2014; Aselage and Eisenberger, 2003; Bartol, 2007; Gyekye and Salminen, 2009, Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007)

4.2.1.2 Ontology of Proposed Comparative Study

Robson, 2002 constructively argues that the ontological stance of research concentrates on what scientifically exists, specifically in the process of acquiring and extending knowledge. So, in this research, the researcher has revealed (a) what is an empirical truth about the POS-ITO phenomenon, (b) how ontological stance helps ITO organizations to adopt POS-based practices to generate beneficial work outcomes, (c) how a business organization can utilize the proposed POS-ITO model to streamline the antecedents of POS, and (d) how ontology helps to develop dependable models for management information system purposes.

The ontology aids the researchers to understand the real phenomenon being investigated from the inception of the research (Blaike, 2010; Clark, Burrell and Morgan, 1981). As stated by the previous researchers, the ontology pragmatically considers the underpinning assumptions about that nature of the phenomenon that is being investigated (Clark, Burrell and Morgan, 1981; Burrell and Morgan, 1979; 2006). Thus, the reality under investigation in this research should be viewed as the reality external to the individual, meaning, it exists independently in organizational worldly view (WalesDTP, 2015). Or in other words, this phenomenon is real and exists irrespective of subject being comparatively studied (Eriksson and Kovalainen, 2008).

4.2.1.3 Axiology of Proposed Comparative Study

Axiology refers to the degree to which values guide the research (Michael, 1984; Baranoski, 2011; Kuhn, 1970). Though the extent of axiological beliefs differs among the researchers, it is important to examine what values may exert influence and possibly impact research outcomes (Kuhn, 1970). On this notion, throughout the research process researcher held his neutral stance. Thus, in this comparative study's analysis, results and interpretations were found not to be shaped by the researcher's personal values, as he comes from the ITO industry.

In this comparative study, the researcher focused on the value of POS and its beneficial employees' work outcomes. Thus, the axiological emphasis was to change (influence) ITO for better. Interestingly, it was highlighted that positivists are aligned to the opinion that the researchers must conduct their research in an atmosphere void of value interference and enabling research outcomes to become both purposeful and perspective (Creswell, 2003; Michael, 1984; Saunders, Lewis and Thornhill, 2009; Roessner, 2000) whereas, the interpretivists argue that it is impossible to implement researches without the influence of worldviews (axiology) of researchers. Further, realists view that researcher is value-laden, biased by the worldviews, cultural impacts and those have an unavoidable influence on the manner in which research is conducted. Finally, the pragmatists view that the researchers' personal views and beliefs play a critical role in terms of how results are interpreted *(*Michael, 1984; Saunders, Lewis and Thornhill, 2009*)*.

4.3 Comparison of Four Research Philosophies

This subsection discusses various research philosophical stances, underpinning reasoning, their worldviews and its potential to produce valid knowledge. Research philosophy can be described as a basic set of beliefs about how a researcher should collect, analyse and interpret data about how the world works (Clark, Burrell and Morgan, 1981; Creswell, 2003). It is evident in the literature that researchers in social and humanities domain adopt distinguished research philosophies such as realism, interpretivism pragmatism and positivism, (Saunders, Lewis and Thornhill, 2009). Organizational research views the key philosophical positions (positivism, interpretivism, pragmatism and realism) and the

methodological approaches are the fundamental basis to produce knowledge or base for knowledge-producing systems. Arguably each philosophical stance comprises of three key elements : (a) a worldview (b) a methodology and (c) a theoretical stance (Michael, 1984; Holden and Lynch, 2004). The below incorporated comparative view (Adapted from Saunders, Lewis and Thornhill, 2009) illustrates to what extent the distinct research philosophies, ontological stances and epistemological positions shape the mind-set of the researchers, and enabling them to inherit a rational research approach.

Ontological Stance of The Researchers	Positivism	Realism	Interpretivism	Pragmatism
The researchers' worldview about the nature of the phenomenon being investigated from the inception	The pragmatic belief is: the world realities are external, objective and independent social actors and views. Structured around measurement and quantification.	The overriding belief is: Reality is free from human perception. However, it is interpreted via social conditioning	The key belief: Socially constructed and subjective, may change with time, developed through social interactions	The prime belief: based on external multiple reality, the best reality is chosen to address the primary research

Epistemological Stance Of The Researchers	Positivism	Realism	Interpretivism	Pragmatism
The researchers view of what imparts the acceptable knowledge about the phenomenon being investigated	Only observable and measurable research phenomena can provide credible data for knowledge advancement. Hence, the focus on understanding the causal relationship	Only observable phenomena can provide credible data and real facts. Insufficient data means or leads to inaccuracies and its influence	Provide subjective meanings and social phenomena. Focus on explaining the contextual situation in a	Both observable and subjective phenomena can provide an acceptable form of knowledge based on the

	adapts the deductive approach. Applying law like reducing phenomena to generate simplistic evidence.	on sensations. Further, distinct phenomena create sensation which is open for interpretation	detailed manner such as reality, underpinning reason, changing dynamics and motivation behind actions.	suitability of the research question. Focus on applied practical research; integrate distinct perspectives to interpret the data.

Table 8 Illustrates the Dichotomy of Research Philosophies

Table eight summarises some philosophical, methodological, and ontological aspects that the researcher took into account when carrying out research. However, if readers wish to develop detailed view into their thinking, they may wish to consult appendix one.

4.4 Measures

The unit of analysis of the proposed study was employees (individuals) who spend their daily work life in the ITO organization in Sri Lanka and UAE (Dolma, 2010; Kenny, 2011). It should be noted that (organizational fairness, supervisory support and the pay level satisfaction) were examined from the point of view of employees and their perceptions (Liu, 2004; Riggle, 2007). POS is viewed as an endogenous variable that acts as an explanatory variable of work outcomes in the sample and as a predictor of outcomes in future occasions.

The exogenous (independent) variables investigated in this research were the antecedents of POS (OF, SS and PLS) whereas the endogenous (dependent) variables were employees work outcomes (work-related behavioural pattern) (Anderson, and Gerbing, 1988; Barrett, 2007; Beaujean, 2014; Gonzalez and Griffin, 2001). In other words, the endogenous

variables were how the employees respond to organizational support of their work organization (Kurtessis et al., 2015; Rhoades and Eisenberger, 2002). However, as stated, POS acts a proxy between the exogenous and endogenous variables, thus, POS takes the exogenous and endogenous variable role, depending on the conditions (Beaujean, 2014; Riggle, 2007). Accordingly, the need was to measure all the variables and their impact relating the unit of analysis, according to the changing hypotheses conditions.

The proposed research data on variables were collected from the ITO managerial workers and non-managerial workers. The researcher measured all the variables according to the responses based on the 7-point Likert-type scales (LTS) (1= strongly disagree, 2= disagree, 3= slightly disagree, 4= neither disagree nor agree, 5= slightly agree, 6= agree, 7 = strongly agree). Utilizing 7 LTS in social science researches is viewed as one of the best approach by previous researchers (Finstad, 2006; Preston and Colman, 2000) due to: (a) seven-point Likert scale have been widely used by the social science and psychological researchers for a long period (Miller, 1956), (b) tendency to rate into finer categories (c) stems in stronger correlation in statistical tests (Lewis 1993), (d) best direct ranking matches among 1 to 12 point Likert scales (Diefenbach, Weinstein, and O'Reilly 1993). The precise measures were used to measure the variables listed in the next section

Measure of Organizational Fairness

Organizational fairness was measured using 3 items adapted from Ambrose and Schminke (2009). Similar items were as used by the previous researchers as an antecedent of POS to measure the organizational fairness (Herda and Lavelle, 2011; Komodromos, 2014; Rhoades et al., 2001; Rhoades and Eisenberger, 2002). As stated, based on the responses the OF was measured based on 7 LTS (1= strongly disagree, 7= strongly agree). A sample item from this scale is "Overall, I am treated fairly by my organization".

Measure of PLS

To the extent to which ITO workers were satisfied with their pay level was estimated, using 3 items based on the PLS scale, designed-developed by Heneman and Schwab in 1985. A similar scale is used by organizational researchers to develop perspectives on the influence of pay levels (Liu, 2004). To overcome a redundancy that might exist in this scale, as some complaints; the researcher had chosen the top three items of the original scale. Respondents

were asked to indicate their degree of satisfaction based on 7 LTS (1= strongly disagree, 7= strongly agree).

Measure of SS

To evaluate the employees' perception of their supervisor's support the researcher adopts the 8 items scale developed by (Rhodes and Eisenberger, 2002 and 2011). Due to the high reliability of this scale, numerous researchers had previously used the very same scale (Aselage and Eisenberger, 2003; Eisenberger, 2002; Maertz et al., 2007). An example from this scale is "my supervisor values my contribution to its well-being".

Measure of POS

POS was measured using the short version of eight loading items scale from (Eisenberger et al., 1986; Rhodes and Eisenberger, 2002). While this POS scale emphasized organizational support via distinct fronts, this scale is believed to be a standardised measure of organizational support according to the organizational researchers. The reliability and validity of this scale were demonstrated by (Kurtessis et al., 2015; Bartol, 2007; Donsbach and Shanock, 2008). A specimen item from this scale is "my organization values my contribution to its well-being".

Measures of FO

The ITO workers' felt obligation was measured to the extent to which they care about their work organization and enable the organization to achieve its goal. Felt obligation was measured using three items scale developed by the Eisenberger et al. (2001). A representative item from this scale is "I [employees] owe it to my organization to give 100% of my energy to my organization's goals while I am at work" (Eisenberger et al., 2001).

Measure of JS

Job satisfaction (one of the core employee work outcomes was measured using 3 items scale developed by Emerson's (2013). A sample item is "compared to what you think it should be, how satisfied are you with the type of work you currently do?"

Measure IRP

The employee's work performance (In role performance) was measured based on how they perform their core role and responsibilities, generally performed by their direct supervisor, utilizing three items scale, developed by (MacKenzie, Podsakoff, and Fetter, 1991; Podsakoff and MacKenzie, 1994; Tsui, 1984; Liu, 2004). The in-role performance was directly measured by the supervisors in the work organization. A sample item of the scale is "I [employees] perform my job that way I like to see it performed."

Measure of OCB

The affection of organizational memberships (OCB) was measured using 8 items scale developed by Lee and Allen (2002). OCB is a special type of extra-role work behaviour but not formally valued by the organization (Lambert, 2000; Moorman, Blakely, Niehoff, 1998; Podsakoff et al., 2000). A representative item of the scale is "I [employees] willingly give my time to help others who have work-related problems".

Measure of PM

The employees' emotional state of mind includes the feeling of enthusiasm, alertness, and excitement were measured using 2 items scale developed by Watson et al. (1988) and utilized by dependable researchers (Eisenberger et al., 2001). A sample scale item is "I [employees] generally feel energetic at work".

Measure of TOI

A turnover intention of the employees was measured using 3 items scale developed by Brashear et al., 2003. A representative scale of the item of the TI is "I [employees] often think about quitting my present job."

Likert scale responses are common in management research and it assumes that reality is expressed as experienced by respondents.

4.5 Analysis

This section discusses the logical procedures that were used to analyse the data.

4.5.1 Analytic Procedures

The researcher has evaluated the analytical approaches taken by the previous researchers (Eisenberger et al., 2001; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002) to test the hypothesised conceptual model. The researcher analysed the data using a multi-phase analytical process, but in a two-stage model building; measurement and structural model (Gonzalez and Griffin, 2001; Beaujean, 2014; Greenspoon and Saklofske, 1998).

First, the researcher defined the individual constructs by determining what variables were to be used as measured variables (Beaujean, 2014). Second, the researcher developed and specified the measurement model by using confirmatory factor analysis. This was possible by connecting both exogenous (organizational fairness, superior support and pay level satisfaction) and endogenous (job satisfaction, OCB, in-role performance, positive-mood and turnover intentions) variables through structural equation modelling (SEM) using 'AMOS'(Eisenberger et al., 2001; Kurtessis et al., 2015; Liu, 2004; Rhoades and Eisenberger, 2002).

Third, the antecedents of POS are viewed as the exogenous variables that, excluding the error terms, are loaded upon the observable variables. Loadings are estimations of parameters regression equations that relate dependent observable variables to underlying antecedents (Anderson and Gerbing,1988; Beaujean, 2014; Gonzalez and Griffin, 2001). In the theory antecedents (latent variables/underlying factors) are seen as causal variables of the measured observed variable measures in the CFA in this research. The categorisation of antecedents draws upon the literature review in chapter 2.

The overall fit of the model was validated using the fit indices (Gonzalez and Griffin, 2001; Beaujean, 2014). The goodness of the fit indices indicates whether the model is a good

predictor of anticipated results such as employees' work outcomes (Barrett, 2007). If the measurement model was valid, then the researcher proceeded with the structural model. In this stage, the key focus was to convert the measurement model to a structural model to assess the structural model validity. Assessing the structural model validity was the basis for drawing empirical conclusions (Sik-Yum and Wai-Yin, 1995).

4.5.1.1 Measurement Model-I

SEM has two primary components; measurement model (CFA) and structural model (path model) (Gonzalez and Griffin, 2001; Hooper, Coughlan and Mullen, 2008). As far as the measurement model was concerned, this research focused on model identification, parameter estimation and model adequacy (Barrett, 2007; Beaujean, 2014; Gonzalez and Griffin, 2001). The measurement model –I below explains the exogenous variables integrated with POS.

Collinearity is embedded in the curve lines labelled Φ, indicating the measures of intercorrelation between latent factors. In estimating the lambdas (regression coefficient produced by AMOS), we have set of 10 independent unobservable variables (exogenous latent and endogenous latent) and table 9 shows the assumption that the equations are independent and justified; there is a low-level of multicollinearity.

The path diagram illustrates the distinction between CFA and EFA models. In CFA there is a correlation between latent factor/variables, distinguishing the approach from EFA where the latent variables are assumed to be uncorrelated. This means that an additional correlation matrix of latent variables has to be estimated. These values are generated by AMOS in the form of data output.
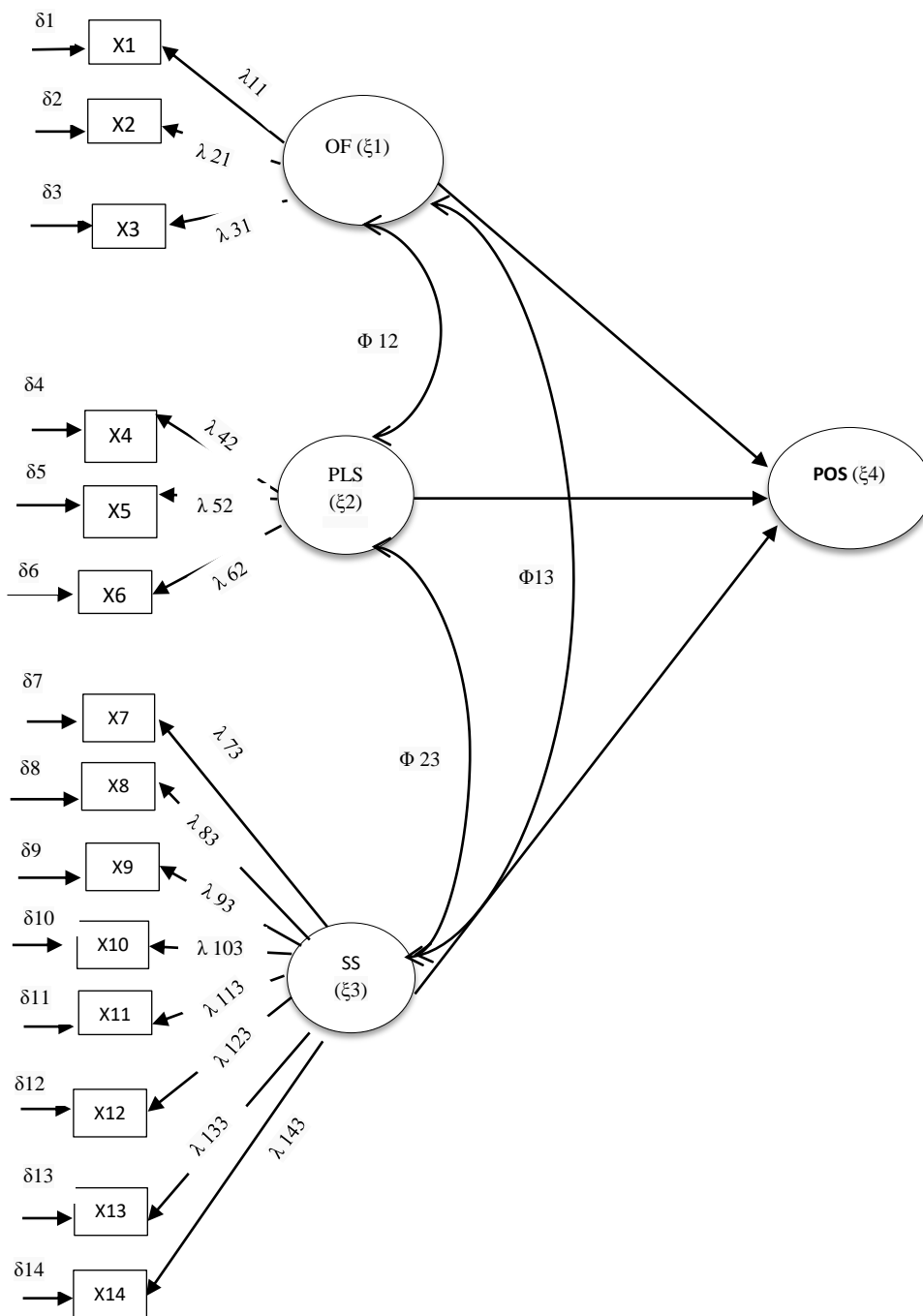
Figure 14 Demonstrates the Measurement Model – I

Notes for the measurement model-I is incorporated in the next page

* Notes for measurement model-I

x (chi) = Indicator variable or manifest variables

δ (delta) = Error term of indicator variable

λ (lambda) = Path core efficiencies of indicator variable

Φ (phi) = Covariance among exogenous variables

ξ (xi) = Exogenous Latent variables

4.5.1.1.1 Equations for Measurement Model-I

The below-incorporated table describes the equations for variables (antecedents of POS) identified in measurement model-I. The formula for two stage model building for measurement model-I is $X = \Lambda x\, \xi + \delta$

Variable	Linear Equations	Descriptions of (Xs)
(a) Organizatio nal Fairness	$X1 = \lambda11 \times \xi1 + \delta 1$	I am treated fairly by my organization.
	$X2 = \lambda21 \times \xi1 + \delta 2$	I can count on my organization to be fair.
	$X3 = \lambda31 \times \xi1 + \delta 3$	The treatment I receive while I am around my organization is fair.
----------------	---	---
Equation in matrix form	$X\,(3x1) = \Lambda\,(3\,x1)\,\xi1\,(1x1) + \delta\,(3x1)$	
(b) Pay Level satisfaction	$X4 = \lambda42 \times \xi2 + \delta 4$	I am satisfied with my take-home pay.
	$X5 = \lambda52 \times \xi2 + \delta 5$	I am satisfied with my current salary.
	$X6 = \lambda62 \times \xi2 + \delta 6$	I am satisfied with my overall level of pay.
------------------	--	---
Equation in matrix form	$X\,(3x1) = \Lambda\,(3\,x1)\,\xi\,2(1x1) + \delta\,(3x1)$	
(c) Supervisor support	$X7 = \lambda73 \times \xi3 + \delta 7$	My supervisor values my contribution to its well-being.
	$X8 = \lambda83 \times \xi3 + \delta 8$	My supervisor fails to appreciate any

		extra effort from me.
$X9 = \lambda 93 \times \xi 3 + \delta 9$		My supervisor would ignore any complaint from me.
$X10 = \lambda 103 \times \xi 3 + \delta 10$		My supervisor really cares about my well-being.
$X11 = \lambda 113 \times \xi 3 + \delta 11$		Even if I did the best job possible, my supervisor would fail to notice.
$X12 = \lambda 123 \times \xi 3 + \delta 12$		My supervisor cares about my general satisfaction at work.
$X13 = \lambda 133 \times \xi 3 + \delta 13$		My supervisor shows very little concern for me.
$X14 = \lambda 143 \times \xi 3 + \delta 14$		My supervisor takes pride in my accomplishments at work.

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Equation in matrix form: $X\ (8x1) = \Lambda\ (8\ x1)\ \xi 3\ (1x1) + \delta\ (8x1)$

The overall association of the measurement model- I: $X\ (14x1) = \Lambda\ (14\ x3)\ F\ (3x1) +\ D\ (14x1)$

Equation 1 Illustrates the Equations for Measurement Model-I

4.5.1.2 Measurement Model- II

The measurement model-II below describes the work outcomes variables integrated with POS. The model building formula for model-Il $Y = Z_y \, \eta + \varepsilon$
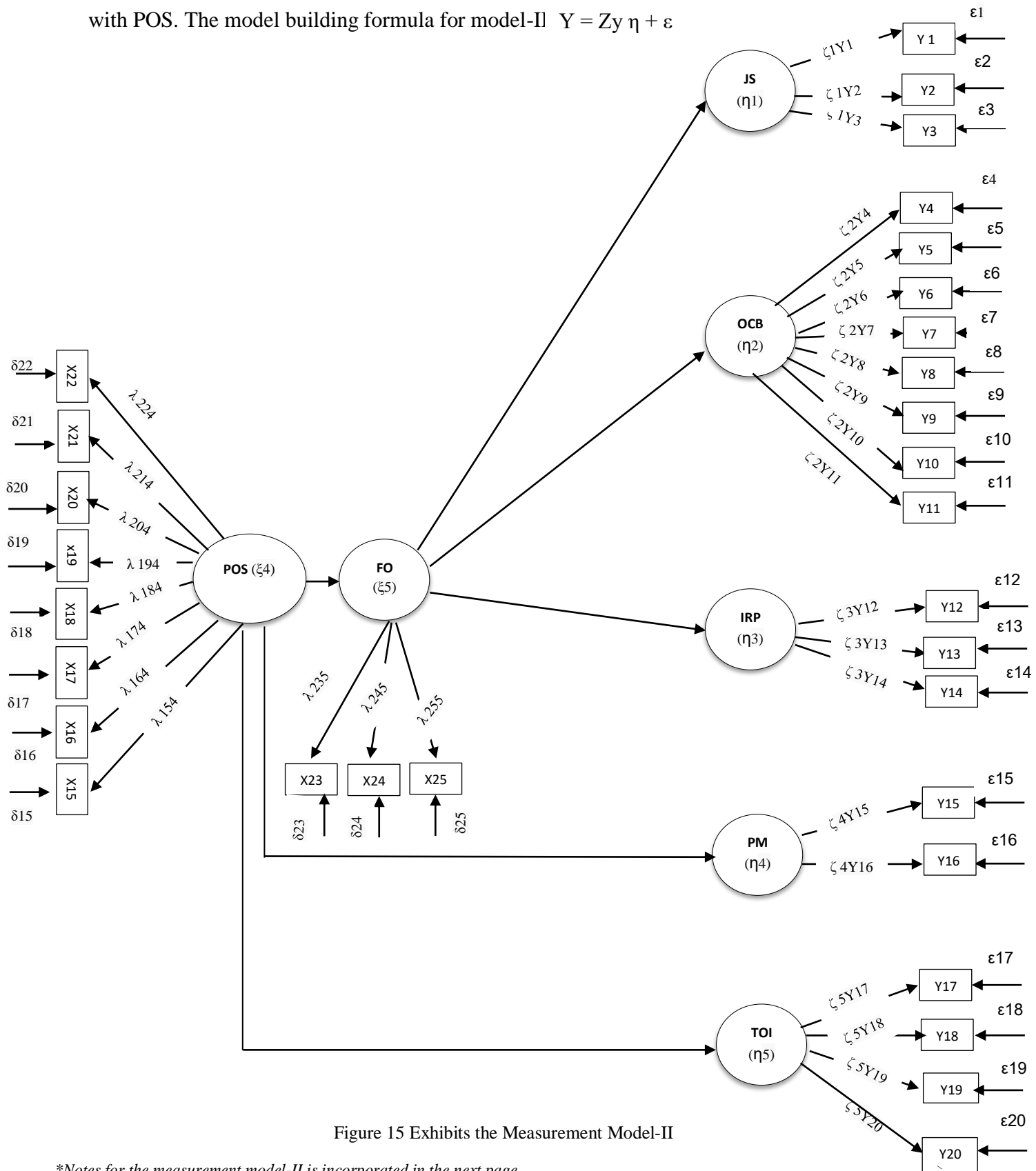
Figure 15 Exhibits the Measurement Model-II

Notes for the measurement model-II is incorporated in the next page

**Notes for the measurement model-II

x (chi)/Y (upsilon) = Indicator variable or manifest variable

δ (delta)/ε (epsilon) = Error term of indicator variable

ζ (zeta) = Path core efficiencies of indicator variable

ξ (xi) = Exogenous Latent variables

η (eta) = Endogenous Latent variables

4.5.1.2.1 Equations for Measurement Model- II

      The table below illustrates the equations for variables POS, felt obligation and employees work outcomes identified in measurement model -II.

Variable	Linear Equations	Descriptions of (Xs)/(Ys)
	$X15 = \lambda15\ 4\times \xi4 + \delta\ 15$	My organization values my contribution to its well-being.
	$X16 = \lambda16\ 4\times \xi4 + \delta\ 16$	My organization fails to appreciate any extra effort from me.
	$X17 = \lambda17\ 4\times \xi4 + \delta\ 17$	My organization would ignore any complaint from me.
(d) Perceived Organizational	$X18 = \lambda18\ 4\times \xi4 + \delta\ 18$	My organization really cares about my well- being.
Support (Proxy)	$X19 = \lambda19\ 4\times \xi4 + \delta\ 19$	Even if I did the best job possible, my organization would fail to notice.
	$X20 = \lambda20\ 4\times \xi4 + \delta\ 20$	My organization cares about my general satisfaction at work.
	$X21 = \lambda21\ 4\times \xi4 + \delta\ 21$	My organization shows very little concern for me.
	$X22 = \lambda22\ 4\times \xi4 + \delta\ 22$	My organization takes pride in my accomplishments at work.
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Equation in matrix form: $X\ (8x1) = \Lambda\ (8\ x1)\ \xi4(1x1) + \delta\ (8x1)$

(e) Felt Obligation (Proxy)	$X23 = \lambda23\ 5\times \xi5 + \delta\ 23$	I feel a personal obligation to do whatever I can to help my company achieve its goals.
	$X24 = \lambda24\ 5\times \xi5 + \delta\ 24$	I owe it to my company to give 100% of my energy to my company's goals while I am at work.

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	$X25 = \lambda25\ 5\times \xi5+ \delta\ 25$	I have an obligation to my company to ensure that I produce high quality work (Eisenberger et al, 2001).
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Equation in matrix form: X (3x1) = Λ (3 x1) $\xi5$(1x1) + δ (3x1)

(f) Job Satisfaction	$Y1 = \zeta11\times \eta1+ \varepsilon\ 1$	Compared to what you think it should be, how satisfied are you with the type of work you currently do?
	$Y2 = \zeta12\times \eta1+ \varepsilon\ 2$	Compared to what you think it should be, what is your current overall level of satisfaction with your job?
	$Y3 = \zeta13\times \eta1+ \varepsilon\ 3$	Compared to what you think it should be, how satisfied are you with the amount of work that you currently do?
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Equation in matrix form: Y (3x1) = Z (3 x1) $\eta1$ (1x1) +ε (3x1)

(g) Organizational Citizenship Behaviour	$Y4 = \zeta\ 24\times \eta2+\varepsilon\ 4$	I willingly give my time to help others who have work-related problems.
	$Y5 = \zeta\ 25\times \eta2+ \varepsilon\ 5$	I adjust my work schedule to accommodate other employees' requests for time off.
	$Y6 = \zeta\ 26\times \eta2+ \varepsilon\ 6$	I go out of the way to make newer employees feel welcome in the work-group.
	$Y7 = \zeta\ 26\times \eta2+\varepsilon\ 7$	I assist others with their duties.

	$Y8 = \zeta\ 28\times \eta2+\varepsilon\ 8$	I attend functions that are not required but that help the organizational image.
	$Y9 = \zeta\ 29\times \eta2+\varepsilon\ 9$	I defend the organization when other employees criticize it.
	$Y10 = \zeta\ 210\times \eta2+\varepsilon\ 10$	I offer ideas to improve the functioning of the organization.
	$Y11 = \zeta\ 211\times \eta2+\ \varepsilon\ 11$	I take action to protect the organization from potential problems.

Equation in matrix form: $Y\ (8x1) = Z\ (8\ x1)\ \eta2\ (1x1) + \varepsilon\ (8x1)$

(h) In Role Performance	$Y12 = \zeta\ 312\times \eta3+\ \varepsilon\ 12$	I am outstanding, when all things are considered.
	$Y13 = \zeta\ 313\times \eta3+\ \varepsilon\ 13$	I perform my job that way I like to see it performed.
	$Y14 = \zeta\ 314\times \eta3+\varepsilon\ 14$	I am one of this company's most valuable employees.

Equation in matrix form: $Y\ (3x1) = Z\ (3\ x1)\ \eta3\ (1x1) + \varepsilon\ (3x1)$

| (i) Positive Mood | $Y15 = \zeta\ 415\times \eta4+\ \varepsilon\ 15$ | I generally feel energetic at work. |
| | $Y16 = \zeta\ 416\times \eta4+\ \varepsilon\ 16$ | I generally feel cheerful at work. |

Equation in matrix form: $Y\ (2x1) = Z\ (2\ x1)\ \eta4\ (1x1) + \varepsilon\ (2x1)$

| (j) Turnover Intention | $Y17 = \zeta\ 517\times \eta5+\ \varepsilon\ 17$ | I often think about quitting my |

	present job.
$Y18 = \zeta\,517 \times \eta5 + \varepsilon\,18$	I intend to quit my job.
$Y19 = \zeta\,519 \times \eta5 + \varepsilon\,19$	During the next 12 months, I intend to search for an alternative role for my present job
$Y20 = \zeta\,520 \times \eta5 \times \varepsilon\,20$	I have searched for a new job.

--- ----------------------------- ------------------------------------

Equation in matrix form: $Y\,(4\times1) = Z\,(4\times1)\ \eta5\,(1\times1) + \varepsilon\,(4\times1)$

The overall association of the measurement model- II : $Y\,(20\times1) = Z\,(20\times1)\ \eta\,(5\times1) + \varepsilon\,(20\times1)$

Equation 2 Explains the Equations for Measurement Model –II

General equation for measurement model- II is derived using standard CFA and the assumption are

$Y = \Lambda\,\eta_5 + \beta\,\eta_4 + E\ (4)$

$E\,(Y) = \Sigma_{\,y} = \Lambda\,\zeta_5\,\zeta_5^{\ T}\,\Lambda^{\ T} + \beta\,\eta_4\,\eta_4^{\ T} + \beta^{\ T} + E\,E^{\ T}\,(5)$

In addition to standard CFA assumptions above the transformation (5) from (4) requires that

$\Lambda\,\eta_5\,\zeta_4^{\ T}\,\beta^{\ T} = \beta\,\eta_4\,\eta_5^{\ T}\,\Lambda^{\ T} = 0$

and $\Lambda\,\eta_5\,E^{\ T},\ \beta\,\eta_4\,E^{\ T} = 0.$

The SEM design in the thesis consists of an analytical model, the CFA (Stevens, 1995). That has n sample observations (n=260), loaded onto14 indicator variables (x=14). This gives a sample total of 3640 data points (260 times 14), used to estimate the 3 exogenous variables (n=260 times F=3). The estimated parameters represent λix (i=1, 2….260, x=1, 2…14) of underlying unobservable antecedents of POS (F = 3). See equation diagram 3 below.

Thus a smaller number of antecedents ξ =3, are seen as determining a much larger number of measured and observable indicator variables (v=14). Antecedents, loaded onto measured variables via a set of regression equations that only partly explain these variables. In regression, equations include a confirmatory term F= (ξ1, ξ2, ξ3) estimated parameters λix and an error term or unique part. When the indicator variables are represented in a diagonal matrix D = δij (i = j), it makes a set of assumptions are made about the relationships between variables and the nature of the error terms in the system. The matric equation diagram below represents the underlying data points, its reduction and distribution onto SEM.

In equation diagram 3 below illustrates the general model in a raw data from as pioneered by Spearman (Spearman, 1904).

Equation Diagram 3 Demonstrates the Vector Matric of SEM Model

Expressing X as mean values of the raw data formulates a general model of the form;
X = Λ F + D (1) where X = 14 x 1 vector. Λ is a 14 X 3 matrix of regressions coefficients. F is a 3 X 1 vector of factors (latent variables) and D is 14 x1 vector error terms.

The procedure was first to standardise the variables, in the matrix above so that $x_i = (x_i - \mu_i)/\sigma_i$, replacing the left-hand side of the diagram above with a v = 14 times 1 vector and the right-hand side with a matrix of parameters Λ (v =14 times f = 3) and a (3 times 1) vector F plus a (14 x 1) vector D of residuals or unique variables.

The next step was to calculate a sample variance-covariance matrix. This appears on the left-hand side of the diagram above. On the right-hand side is the estimated factor model. Then the question was to assess the model fit, meaning, how well the estimated model (hypothesized model) fits the data sample.

In the hypothesized model CFA is built on SEM. Antecedents of POS estimated in CFA, become exogenous variables that explain a set of outcome variables specified in the SEM through specified proxies. Contribution of the latent variables often laid-out in a path model. Unobservable antecedents also become predictors of future values of the outcome variables. The results of the SEM model are moderated by a set of exogenous variables (demographic and socio-cultural parameters).

Under the standard assumptions of confirmatory factor analysis, the expression

$$E (x) = \Sigma = E [\Lambda F + D] \quad (2)$$
$$= (\Lambda F + D) (\Lambda F + D)^T$$
$$= \Lambda FF^T \Lambda^{T+} DD^T \quad (3)$$

The general expressions for the measurement model-I in the thesis- the standard assumptions enabling the transformation from equation (2) to (3) are that,

$$\Lambda F D^T = DF^T \Lambda^T = 0$$

Equations (1), (2) and (3) resulted from discussion in the viva examination.

4.5.2 Model Estimation

The data collected from 260 knowledge workers in ITO was incorporated as a correlation estimation model. The researcher highlights the mean, standard deviation and the Intercorrelation reliabilities are itemised in the table. However, the researcher focused primarily on those relationship patterns among the key variables. When researchers recognize a realistic way to mathematically measure what they conceive, particularly describing work-related behaviours, they must be able to express it in figures, then they know something about it measuring behavioural patterns are not easy, the world comprises of immeasurable things (Scirp.org, 2013; Lord Kelvin, 1824-1907). The below-incorporated table explains the Intercorrelation of sample variables derived from factor loadings.

		M	SD	1	2	3	4	5	6	7	8	9	10
1	Organizational Fairness	4.19	1.22	[0.78]									
2	Supervisor Support	3.34	0.96	0.08	[0.74]								
3	Pay level Satisfaction	4.32	1.34	.143*	0.08	[0.79]							
4	Perceived organizational Support	2.92	0.62	.160**	.232**	.290**	[0.78]						
5	Felt Obligation	3.87	1.23	0.01	-0.05	-0.02	0.10	[0.76]					
6	Job Satisfaction	4.02	1.13	0.00	.123*	-0.04	0.00	.159*	[0.78]				
7	InRole Performance	4.48	1.45	.137*	.126*	0.01	0.05	0.08	0.08	[0.74]			
8	Organizational Citizenship Behaviour	4.34	0.99	0.02	0.11	-0.02	0.10	.122*	0.12	.221**	[0.74]		
9	Positive Mood	3.87	1.06	0.02	0.01	0.07	0.11	0.01	-0.07	0.02	0.03	[0.75]	
10	Turnover Intentions	3.28	0.99	0.03	0.09	0.02	-0.05	-0.08	0.00	0.02	0.06	0.06	[0.74]

*. Correlation is significant at the 0.05 level (2-tailed), **. Correlation is significant at the 0.01 level (2-tailed).

Note. N = 260, validity of statistical measures [Cronbach's alphas of variables] are displayed in brackets.

Table 9 Demonstrates the Means, Standard Deviations, Correlations, and Reliabilities of variables

4.5.2.1The Correlation Matrix of Demographic and Socio Cultural variables

It was important for the researcher to recognize the role played by the demographic and socio-cultural variables (control variables) while measuring the impact of POS on employees work outcomes (Bartol, 2007; Farh, Hackett and Liang, 2007; Gyekye and Salminen, 2009). Thus, developing an Intercorrelation matrix of a demographic-socio-cultural variable would enable researchers to anticipate or predict dependable results for analysis.

As stated in the chapter literature review, it was identified, in this research, the demographic and socio-cultural parameters significantly moderated the impact of POS via distinct paths and positively and negatively on employees work outcomes (Eder and Eisenberger, 2007; Eisenberger, 2002; Neves and Eisenberger, 2014; Rhoades and Eisenberger, 2002; Shanock and Eisenberger, 2006). Thus, it was empirically validated in a changing socio-cultural context unless the moderated impact of socio-cultural variable is recognised the influence of POS becomes inconclusive (Gyekye and Salminen, 2009). The below-incorporated table demonstrates the Intercorrelation values of demographic and social-cultural parameters.

		M	SD	1	2	3	4	5	6	7	8
1	Gender	1.30	0.46								
2	Religion	2.61	0.97	.052							
3	Language	2.94	1.40	.059	-.402**						
4	Age	2.38	0.94	.044	-.009	-.047					
5	Education	2.55	0.60	.031	.023	-.005	.158*				
6	Tenure	2.29	0.86	-.056	-.044	.101	.498**	.233**			
7	Job Role	1.70	0.62	.032	.126*	-.070	.287**	.284**	.181**		
8	Marital status	1.73	0.55	.131*	.117	-.082	.392**	.109	.290**	.090	1.00

Table 10 Means, Standard Deviations, Correlations, and Reliabilities

*. Correlation is significant at the 0.05 level (2-tailed),
**. Correlation is significant at the 0.01 level (2-tailed).
Note. N = 260. .

4.5.2.2 Assumptions of the Measurement Models

It was critical to describe the key assumptions underpinning the overall measurement model, as its value was directly taken as the input to the structural model of the proposed SEM. First, all the latent and manifest variables in this proposed illustration of the conceptual model have an error term which is assumed to be zero, $(E(\delta) = 0)$. Second, the overall covariance of error term; $Cov(\delta) = \Theta$ remains semantic. Third, the covariance between the latent constructs and the manifest variables' error term remains equal to zero; $cov(\delta \xi) = 0$ (Anderson and Gerbing, 1988; Barrett, 2007; Bentler and Bonett, 1980). These assumptions are common to most CFA and SEM.

4.5.3 Testing the Structural Equation Model

The data analysis technique used in this research is CFA on SEM. The SEM analysis can be used to conduct various and synchronised statistical test of all the variables that were identified via the measurement models. Those variables were hypothesized objectively in order to identify and determine to the degree to which the hypothesized systems (variables and paths) fit the data (Byrne, 1994; Beaujean, 2014). The hypothesized variables are an integral part of the proposed description of the conceptual model (i.e, see chapter 3).

SEM provides a provision to estimate models with maximum likelihood because this statistical procedure has mostly been identified to generate dependable results in situations where data may either comply or may not comply the key assumptions of SEM such as large sample size and normal distribution (Beaujean, 2014; Gonzalez and Griffin, 2001; Bentler and Bonett, 1980). As stated (i.e, sections 4.5.3 and 4.5.4), in order to perform structural model a detailed correlation matrix which contains necessary variables, means and standard deviations values were generated using Statistical Package for the Social Sciences (SPSS) and was imported into AMOS (an added SPSS module). In turn, AMOS generated the path coefficient and individual estimates of indicator variables, which were used to estimate and build the proposed structural equation model.

Developing an SEM constructively is a multi-stage process, according to the previous researchers' recommended approach (Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007; Anderson andGerbing,1988; Beaujean, 2014; Gonzalez and Griffin, 2001), the researcher adapted

two-stage analysis. First, the measurement model was identified, which describes the underlying constructs of observables and their manifest variables. The CFA offers a confirmatory estimation and assessment of construct validity. CFA is a robust statistical technique utilised in social research to validate the underlying factor structure of a set of manifest variables (Suhr, 2008). Second, SEM was performed according to the measurement model identified in the first stage, to estimate and determine the reliability (fit) of the hypothesized conceptual model (Liu, 2004, Beaujean, 2014). Using this approach the researcher confirmed the validity of the hypothesized construct.

The SEM was also used to test and determine the possible causal relationship among the latent outcome variables (Shevlin, Miles and Lewis, 2000; Suhr, 2008; Anderson and Gerbing, 1988; Liu, 2004). The casual associations among the latent endogenous variables was a basis to determine the best alternative structural model, which remains close proximity to the data and ultimately best-fit the data (Moshagen and Erdfelder, 2016).

As advocated by the previous scholars, establishing a model via a two-step approach is supposed to be a rational approach relative to one-step assessment (Beaujean, 2014; Anderson and Gerbing, 1988). The sample size is a critical aspect of SEM. Statistically, the sample size to estimated parameters of the structural model should be excess of 5:1 (Barrett, 2007; Shevlin, Miles and Lewis, 2000; Suhr, 2008). The proposed research's sample size to estimated parameters remains 26:1 (260/10), thus the sample size is dependable and realistic. In order to ensure that the absolute adequacy of the sample size to estimated parameter ratio, the researcher focused on two distinct strategies: (a) research would use all indicative parameters for mediating variables in the proposed model (b) if necessary the researcher would use single-scale estimate (score indicators) specifically for latent variables other than the mediating variables (Gowan, Riordan and Gatewood, 199; Liu, 2004). Finally, the five exogenous variables (including control variables) were allowed to interact (moderation and mediations), to determine all the possible realistic outcomes of the POS-ITO model.

4.5.4 Evaluation of Model Fit

Conventional statistical techniques in research studies generally utilize a specific method to authenticate the validity of the test and analysis (Shevlin, Miles and Lewis, 2000; Suhr, 2008). However, SEM relies on multiple statistical tests to validate the adequacy of the model fit. This approach would enable the researchers to trust the outcome correlation matrix from the measurement model to the structural model (Hooper, Coughlan and Mullen, 2008; Moshagen and Erdfelder, 2016). When modelling data using SEM, more than one model possibly fits a correlation matrix. Thus, the need to statistically appraise and validate the fit of the model to the correlation matrix, which is known as accomplishing goodness of fit (Moshagen and Erdfelder, 2016; Suhr, 2008). Also, the previous researchers express distinct viewpoints and recommendations on SEM (Barrett, 2007; Paul and Maiti, 2007). Despite these arguments, they all agree on one characteristic, which is, the value of discrepancy of the measures and functions at its minimum (Paul and Maiti, 2007). Thus, the researcher adopted the very same ideology while evaluating and performing the model fit (merit of the model). In this context, it was essential to examine the derived model, before critically analysing it. Arguably, the critical evaluation of the model fit was the most complex, difficult and unsettled task integrated with SEM (Barrett, 2007; Paul and Maiti, 2007).

Fit model measures or functions are described for each model specified by the researchers. However, two discrete models are applicable in the context of SEM, namely, Saturated Model and Independence Model. In this research study, in a saturated model, there were no constraints placed on the variables of the underlying data. Hence, the saturated model was the most generic model generated by SEM software in a generic context. In other words, it was a blank model that is certain to fit any set of data perfectively, though the dispersion of data was a realistic outcome. Any model generated by the AMOS was a constrained version of Saturated Model (Anderson and Gerbing, 1988; Barrett, 2007; Bentler and Bonett, 1980; Hooper, Coughlan and Mullen, 2008).

Independence Model goes to the entirely opposite extreme. The Independence Model the observed variables are supposed to be uncorrelated with each other (no-multicollinearity). Meaning, the independence model is significantly constrained using the means of all the observed variables that it is expected to provide poor fit to any appealing data sets. Thus, the need to apply certain measures of fit such as parsimony, minimum sample discrepancy

function, comparison to a baseline model, and goodness of fit index. However, the most important characteristic is each type of measure of fit has its statistical explanation in evaluating the model fit. As advocated by the previous researchers, the researcher also validates the model fit based on the following fit indices, namely (a) Degree of Freedom, (b) Comparative Fit Index (CFI), (c) Goodness-of-Fit Index (GFI), (d) Non-Normed Fit Index (NNFI), (e) Standardized Root Mean Squared Residual (SRMR) and Root Mean Squared Error of Approximation (RMSEA) as recommended by previous researchers (Maiti, Chatterjee and Bangdiwal, 2004; Liu, 2004; Bollen, 1989). The researcher used various fit indices as below incorporated to evaluate the goodness of model-fit.

4.5.4.1 Degree Of Freedom/CMIN

In statistical models, generally, the aim is to understand and determine how the variables are to be estimated and the observations are linked. Degree of freedom is referred to the number of independent pieces of information or number of indicators that goes into calculating an estimate without violating any constraints. Thus, in this research, the degree of freedom was measured using AMOS on the basis of sample size minus the number of parameters were estimated in the structural model (Maiti, Chatterjee and Bangdiwal, 2004; Liu, 2004; Bollen, 1989).

4.5.4.2 The Chi-Square ($\chi 2$) Test

First, the researcher used the chi-square value as a critical measure of fit. The chi-square value is the traditional measure for evaluating overall model fit and, 'assesses the magnitude of discrepancy between the sample and fitted covariance matrices' (Hu and Bentler, 1999: 2). Preferably, the chi-square value should be small and non-significant if the model best fit the data. As indicated by the previous researchers it should be between 0.90 and 1.00 (Bentler and Bonett, 1980; Maiti, Chatterjee and Bangdiwala 2004; Moshagen and Erdfelder, 2016). Generally, insignificant statistical values of $\chi 2$ are chosen (Kline, 1998). Nevertheless, the $\chi 2$ values are extremely sensitive to sample size considered in research, thus the caution of a sample size to estimated parameter ratio should be performed in order

for using χ2 values to evaluate the model fit (Bollen, 1989). If the χ2 with a probability of occurrence of >0.05, then the model is accepted as ''fitting''; that is, the null hypothesis of ''no difference'' between the model-implied population covariance and the actual observed sample covariance's is not rejected (Barrett, 2007).

4.5.4.3 Incremental Fit Indices (IFI)

The researcher also used the IFI to examine to what extent the hypothesized research model offers an improved overall fit compared with an independent model or null model (Barrett, 2007; Maiti, Chatterjee and Bangdiwala, 2004; Liu, 2004; Moshagen and Erdfelder, 2016). In other words, the incremental fit index validates the improvement in non-centrality. Because, in an independent model the observed variables are presumed to be uncorrelated (Anderson and Gerbing, 1988; Barrett, 2007; Liu, 2004; Riggle, 2007). In social science researches, a frequently used incremental fit index is the Comparative Fit Index (CFI), which varies from zero to one; one specifies the ideal fit (Liu, 2004). CFI value should remain greater than 0.90 in order to achieve a good fit of the derived SEM (Hoyle and Panter, 1995; Beaujean, 2014). Further, the researcher also used the Nonnormed Fit Index (NNFI) which revealed a fixed correlation for the model complexity (Liu, 2004; Moshagen and Erdfelder, 2016; Riggle, 2007).

4.5.4.4 Root-Mean Squared Error of Approximation (RMSEA)

The RMSEA discloses to what extent the model is reliable unknowingly choosing the ideal values of variables would fit the derived covariance matrix (Byrne, 1998). RMSEA is believed to be the difference between an observed value and the predicted value of the observed variable. With the increasing dominance of technology (LISREL) enabled the RMSEA become as one of the most informative indices in organizational researches (Diamantopoulos and Siguaw, 2000). RMSEA also describes the degree to which the residual value in the investigated model fluctuates from Zero (Garver and Mentzer, 1999; MacCallum, Browne, and Sugawara, 1996). When the significance of RMSEA value remains less than 0.05 is considered to indicate a good fit. However, structural models reveal RMSEA values

between 0.05 to 0.08 are considered to reflect a reasonable fit with the derived data (Browne and Cudeck, 1993; Hooper, Coughlan and Mullen, 2008). RMSEA questions or measures the inconsistency in terms of the response but not the sample. However, the value of RMSEA is utilized to predict a better estimate of the responses by not affecting the size of the sample.

4.5.4.5 Summary of Model-Fit Indices

The researcher developed a comparative fit index matrix (i.e, see chapter number five, Table 17) to summarise the model fit indices based on the critical statistical measures. This approach enabled the researcher to examine and compare the alternative models prior to arriving at the rational model to fit the POS-ITO data.

Type of Models	Chi square	DF	RMSEA	CFI	GFI	TLI
Measurement Model 1	**	**	**	**	**	**
Measurement Model 11	**	**	**	**	**	**
Independence Model	**	**	**	**	**	**
Structural Model	**	**	**	**	**	**
Alternative Model 1	**	**	**	**	**	**
Alternative Model 2	**	**	**	**	**	**
Alternative Model 3	**	**	**	**	**	**
Alternative Model 4	**	**	**	**	**	**
Alternative Model 5	**	**	**	**	**	**

Table 11 explains the comparative Approach to Model Fit Indices

*** = Value of significance*

4.5.5 Assessment of Moderation and Mediation Effects of POS

This section discusses the two critical unique mechanisms (characteristics) of POS; moderation and mediation (Bartol, 2007; Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002; Webster and Adams, 2009).

4.5.5.1 Moderating Impact of POS

In SEM, as far as the mediation process is concerned, is a scenario where three or more variables associate in a casual process while the existence of at least one of those variable changes the relationships or state of the other. As justified in the literature review (i.e, see chapter 2), the control variables (demographic and socio-cultural variables) moderate the impact of POS (Bartol, 2007; Gyekye and Salminen, 2009; Brougham and Haar, 2013). The moderating impact of POS on employees work outcomes is critical to foster employees-employer relationships, which brings various beneficial and favourable outcomes for both employees and the organizations (Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002; Kurtessis et al., 2015). In this research, it was found out due to the moderated impact of POS (the aggregated impact of antecedents of POS) on employees was not remaining same at all level, this was possible due to the arrival and influence of the third variable (Gyekye and Salminen, 2009; Beaujean, 2014).

One way to understand the moderation of POS is to determine the interaction between the POS and the outcome variables. The researcher used the moderated multiple regression analysis to understand the moderated impact of POS on endogenous variables using AMOS (employees work outcomes), a common approach adopted by the previous researchers in a similar situation. This particular research technique is viewed as the most useful tools for examining the association between the mediating variable (POS) and the control variables (demographic and socio-cultural factors (Beaujean, 2014; Cohen and Cohen, 1983). The scale scores for the mediator variables (POS and Felt Obligation) was standardised prior to creating the terms for the interactions. The researcher performed separate regression analysis for each endogenous variables (outcome variables) as stated by Cohen and Cohen (1983).

4.5.5.1.1 The Hierarchical Regression Matrix Describes the Moderating Effect of POS

This section pictorially describes how the moderating mechanism of POS was determined. The researcher placed the scale score of predictor variables (i.e, POS and Felt Obligation) and centralised those in order to measure the moderating impact of POS, via selecting variable categories (Aloysius, 2011; Bartol, 2007; Farh, Hackett and Liang, 2007; Webster and Adams, 2009), in a stepwise process. The ΔR2values of the variables illustrate the magnitude of variability of endogenous variables that is predicted by the exogenous variables. Classified regression analysis was performed (i.e view chapter number 5) for each category of the outcome variables.

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	OCB	IRP	PM	TI
	Variable	β	B	B	B	β	B
Step 1	POS	**	**	**	**	**	**
	Demographic	**	**	**	**	**	**
	ΔR^2	**	**	**	**	**	**
Step 2	POSX Demographic	**	**	**	**	**	**
	ΔR^2	**	**	**	**	**	**
Step 3	POS	**	**	**	**	**	**
	Socio-cultural	**	**	**	**	**	**
	ΔR^2	**	**	**	**	**	**
Step 4	POS X Socio-cultural	**	**	**	**	**	**
	ΔR^2	**	**	**	**	**	**
Step 5	Demographic X Socio-cultural	**	**	**	**	**	**
	ΔR^2	**	**	**	**	**	**

Table 12 Exhibits the Approach to Estimate the Moderation Effect of POS

** = Value of significance

4.5.5.2 Mediating Role of POS

The mediating role of POS in this proposed research refers to a condition where three or more variables are involved in a causal process (Bartol, 2007; Emerson, 2013; Moorman, Blakely and Niehoff, 1998). This occurrence is clearly distinct from the moderation process. Unlike the moderation in the mediation process, there is a direct impact between endogenous and exogenous variables. Eisenberger et al. (2001) found that the felt obligation mediates the relationship between POS, job satisfaction, in-role performance and citizenship behaviour. All those four variables are a vital part of the conceptual model. This research also found that felt obligation did not mediate the relationship between POS and turnover intention, POS and positive mood (Bartol, 2007; Emerson, 2013). The identified mediation process of POS and employees work outcomes are pictorially depicted-below.
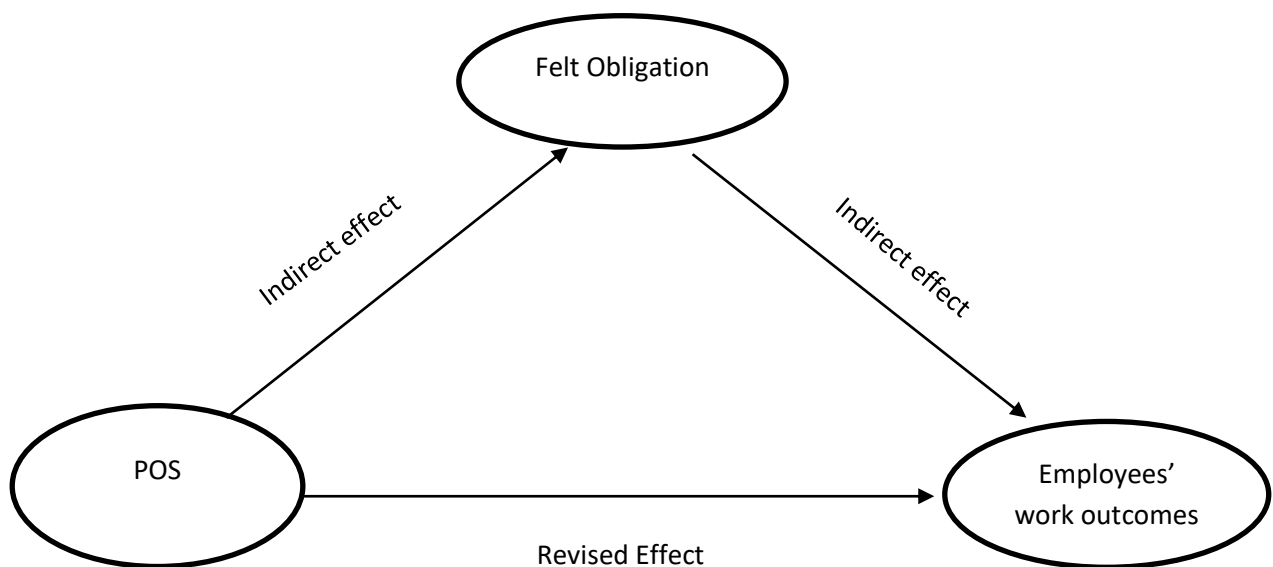
Figure 16 Illustrates the Mediating Mechanism of POS

Testing the mediating role of POS includes running a sequence of regression analysis for all of the possible casual paths existing and estimating the possible change in indirect effect. Thus, the extent to which the direct effect changes as results of counting the effect from the mediating variable is described as the mediating effect (Bartol, 2007; Kurtessis et al., 2015).

4.6 Analytic Softwares

The Researcher identified that there are numerous software applications available to design the SEM such as AMOS 7.0 (Arbuckle, 2005), LISREL 8.8 (Jöreskog and Sörbom, 2004), and Mplus 5.1 (Muthén and Muthén, 2006). However, AMOS, LISREL and Mplus and are generally recommended for CFA analysis due to numerous reasons. The researcher developed a below incorporated comparative view on existing recognised software applications, those were used by the previous researches, specifically to integrate the latent and manifest variables (Bartol, 2007; Liu, 2004; Rhoads and Eisenberger, 2002; Riggle, 2007). After having evaluated the critical benefits, the researcher used AMOS software for this research analysis, as it is recommended for its competitive user-friendly interface and the required reliable features.

Key Features	AMOS	LISREL	Mplus
Estimation technique	AMOS program graphic and editor	SIMPLIS and LISREL path diagram.	programing technique (coding)
Path diagram and analysis	Yes	Yes	No
Syntax (coding language)	Visual Basic and C sharp	SIMPLIS and LISREL	Mplus
Supported operating systems	Windows	Windows and Unix	Windows
Data format supported and integration of other applications	SPSS	Many formats	ASCII text
Unstandardized estimate	Yes	Yes	Yes
Standardised estimate and R2	Yes	Yes	Yes
Covariance function	Yes	Yes	Yes

Correlation function	Yes	Yes	Yes
Goodness of model fit	Many	Many	Several
Residual variance (error) variance	Yes	Yes	Yes
Modifications indices	Yes but only in Amos graphics	Yes	Yes

Table 13 Discusses the Comparative View of Various SEM Software Applications

4.6 The Conclusion of the Chapter

The methodology chapter outlines the methodology in which the researcher collected, analysed and interpreted the research study data. The researcher gained 260 questionnaire responses from the ITO workers proportionately. The collected data responses were analysed using CFA on SEM technique to measure the latent and manifest variables, estimates the path co-efficiencies and test the validity of the hypotheses.

Further, this section provided a comparative view of the SEM software applications and the suitability of AMOS for this proposed research. The researcher also highlighted the research philosophy, adopted the empiricist approach and possibilities of creating new knowledge (ontology). The next section discusses the empirical results that were derived from the analysis.

4.6 .1 Mind Mapping of Chapter Four

The following diagram examines the key research theories that are integrated to develop the methodology chapter of the comparative study.
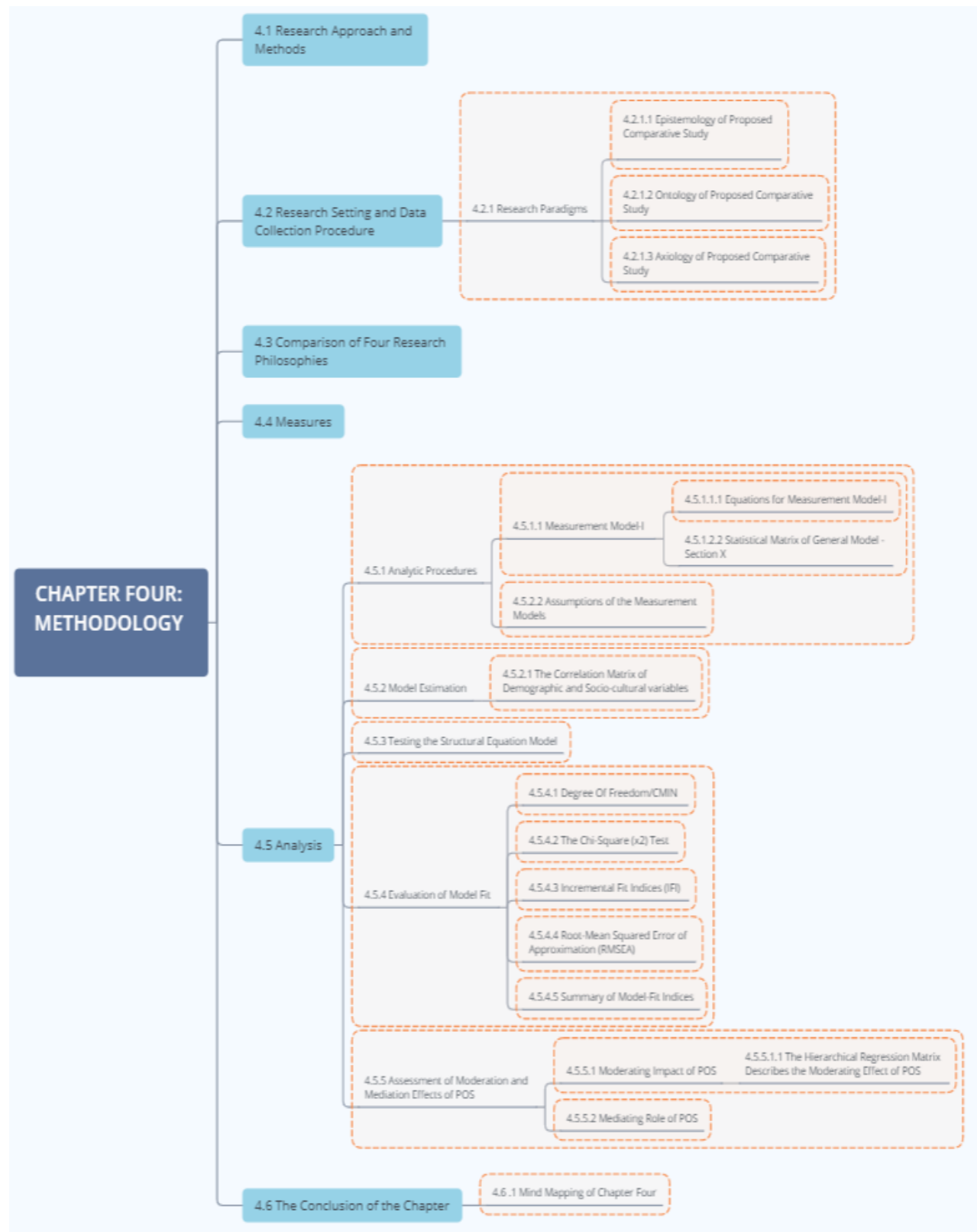
Figure 17 Exhibits the mental mapping of research methodology chapter

CHAPTER FIVE
DETAILED QUANTITATIVE DATA ANALYSIS AND RESULTS

This chapter captures (table-16) a summary of means, value of standard deviations and intercorrelation significance of all the variables identified in the measurement models-I and II. The scale reliabilities for all the variables are validated with value significance, exceeds the value of 0.70 (Hair et al., 1998; Nunnally and Bernstain 1994; Comrey and Lee 1992; Guadagnoli and Velicer 1988). Hence, the research instruments used in this research arguably deliver dependable and practical measures (Gonzalez and Griffin, 2001; Barrett, 2007; Liu, 2004; Gyekye and Salminen, 2009). The researcher also performed the hypothesis testing for all the hypotheses which were derived from the conceptual model (refer, i.e. chapter number 4).

This chapter also critically evaluates the fit of measurements and structural model, compares and contrasts numerous alternative models to identify and determine the constrained model. The researcher also has empirically evaluated the moderating and mediating mechanisms of POS in two distinguished contexts. To what extent POS influences the knowledge workers to produce work outcomes in changing contexts (similarities and differentiation) was tested and reflected upon the interpretation, conclusively.

The researcher adopted SEM as a statistical method one can use to reduce the observed variables (data reduction technique) into a smaller number of unobserved variables (CFA) by evaluating covariance among the observed variables (Schreiber et al., 2006). The data analysis technique used primarily in this research is CFA, which is a theory-driven technique, thus, the analysis of this chapter is driven by the standardised theoretical relationships among the observed and unobserved variables that exist in the measurement models (Pohlmann, 2004; James et al., 2005). Finally, the analysis chapter concludes the interpretations from POS-ITO perspective, consecutively via five dimensions (a) context (b) situations (c) practical value addition (d) contribution and (e) future directions (Schreiber et al., 2006). Almost, all the variables of interest in POS-ITO model go through a road map of analysis (incorporated in the next page) which is derived from the previous researches based

on SEM and CFA (Schreiber et al., 2006; Barrett, 2007; Beaujean, 2014; Bentler and Bonett, 1980; Doll et al., 1994; Kurtessis et al., 2015; Shevlin, Miles and Lewis, 2000; Suhr, 2008).

5.1 Road Map to Data Analysis

The below-incorporated graphical representation demonstrates the logical approach (steps) that was taken by the researcher to steer the data analysis.

```
┌──────────────────────────────────────────────────────────┐
│   Statistically Measure Individual variable and reliabilities │
└──────────────────────────────────────────────────────────┘
                            ⇩
┌──────────────────────────────────────────────────────────┐
│   Validate the goodness of the fit of the measurement models │
└──────────────────────────────────────────────────────────┘
                            ⇩
        ┌──────────────────────────────────────┐
        │        Test the Structural Model fit        │
        └──────────────────────────────────────┘
                            ⇩
     ┌────────────────────────────────────────────┐
     │     Hypothesis testing for the structural Model     │
     └────────────────────────────────────────────┘
                            ⇩
   ┌────────────────────────────────────────────────┐
   │    Test and Comparative Analysis of alternative models    │
   └────────────────────────────────────────────────┘
                            ⇩
   ┌────────────────────────────────────────────────┐
   │    Test and comparative analysis of moderating and    │
   │           mediating mechanism of POS                   │
   └────────────────────────────────────────────────┘
                            ⇩
   ┌────────────────────────────────────────────────┐
   │    Recognise and determine the 'POS-ITO model       │
   └────────────────────────────────────────────────┘
```

Figure 18 Illustrates the Road Map to Data Analysis

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5.2 Analysis: Measurement Models I and II

The confirmatory factor analysis proposes that an adequate goodness-fit of the proposed measurement models is critical to integrate the structural model (Gudgeon, Comrey, and Lee, 1994). On this notion, the measurement model-I reveals that (a) the absolute model fit is within the acceptable statistical standards, which are sequentially the chi-square value $x2$ =107.42, Degree of Freedom (DF) =181, Goodness of Fit Index (GFI) =0.95, Root Mean Squared Error of Approximation (RMSEA) =0.02, Probability Value (PV) =0.18, (b) from the incremental fit perspective: Adjusted Goodness of the Fit (AGFI) =0.92, Comparative Fit Index (CFI) = .98, Normative Fit index (NFI) =0.85, Tucker Lewis Index (TLI) =0.97 and (c) when considered the parsimonious fit or minimum discrepancy is (chai square/degree of freedom) =1.13, overall the measurement model-I was significant, signifying there was a dependable and significant relationship among the indicator and the latent variables (Doll et al., 1994; Shevlin, Miles and Lewis, 2000; Suhr, 2008). As stated, the below-incorporated table captures distinct fit indices values of measurement model-I (adjusted model, the indicator variable greater than 0.4 in the standardised residual covariance matrix were removed (Lowry and Gaskin, 2014; Moshagen and Erdfelder, 2016) and un-adjusted (Alnaimi and Rjoub, 2019; Doll et al., 1994; Shevlin, Miles and Lewis, 2000; Suhr, 2008)

Classification of Fit indices	Absolute Fit					Incremental Fit				Parsimonious fit
Ideal Model	x2	DF	GFI	RMSEA	PV	AGFI	CFI	NFI	TLI	x2/df
Relative Benchmark			> .90	> 0.08	> 0.05	> .90	> .90	> .90	> .90	<5.0
Measurement Model –I **	107.42	181	0.95	0.22	0.18	0.92	0.98	0.85	0.97	1.13
Measurement Model-1	304.6	201	0.90	0.04	0.00	0.88	0.90	0.75	0.88	1.51

*** The indicator variables greater than 0.4 in the standardised residual covariance matrix were removed.*

Table 14 Exhibits the Summary of Model fit-Measurement model-I

Specifically, in the measurement model-I, none of the indicator variables cross-loaded on to their latent variables and all the indicator variables loaded significantly (Liu, 2004, p48). Hence, the initial three-factor measurement model comprised of FO, SS, PLS is valid, confirmed and repeatable and further assessment of integrating with the structural model is explained (Anderson and Berbing, 1988; Schreiber et al., 2006).

The Measurement Model- 1I of the SEM reveals: (a) in terms of absolute fit; chi-square value $x2$ =246.40, Degree of Freedom (DF) =201, Goodness of Fit (GFI) =0.92, Root Mean Squared Error of Approximation (RMSEA) = 0.03, Probability Value (PV) =0.16, (b) from the incremental fit front: Adjusted Goodness of the Fit (AGFI) = .88, Comparative Fit Index (CFI) =0.94, Normative Fit index (NFI) =0.75, Tucker Lewis Index (TLI) =0.93 and (c) when considering the parsimonious fit or minimum discrepancy is (chai square/degree of freedom) =1.22, on this basis the measurement model-II is valid, there were dependable relationships among variables, the model was over identified, thus can be considered for building the structural model. The researcher adopted very similar approach utilized in measurement model-I to confirm the model fit (adjusted model, the indicator variable greater than 0.4 in the standardised residual covariance matrix were removed, Lowry and Gaskin, 2014) and un-adjusted model-II (Alnaimi and Rjoub, 2019; Doll et al., 1994; Shevlin, 2000; Suhr, 2008; MacCallum and Austin, 2000).

Classification of Fit indices	Absolute Fit					Incremental Fit				Parsimonious fit
Ideal Model	x2	DF	GFI	RMSEA	PV	AGFI	CFI	NFI	TLI	x2/df
			> .90	> 0.08	> 0.05	> .90	> .90	> .90	> .90	<5.0
Measurement Model –II **	246.40	201	0.902	.030	0.16	.884	.940	0.749	0.945	1.226
Measurement Model-II	612.40	425	.87	.041	0.00	.84	.86	.67	.85	1.22

*** The indicator variables greater than 0.4 in the standardised residual covariance matrix were removed.*

Table 15 Demonstrates Summary of model fit-Measurement model-II

The derived measurement models include latent variables and their underlying indicators. All the indicators variables were loaded significantly (p < .001) on to their hypothesized latent variables (Liu, 2004). Hence, the preliminary 10-factor variables measurement model is established. Further, the critical examination of the POS-ITO (structural model) is validated; the input of the measurement model (value of the correlations matrix) goes as the input to the structural model for analysis.

		M	SD	1	2	3	4	5	6	7	8	9
1	Organizational Fairness	4.19	1.22									
2	Supervisor Support	3.34	0.96	0.08								
3	Pay level Satisfaction	4.32	1.34	.143*	0.08							
4	Perceived organizational Support	2.92	0.62	.160**	.232**	.290**						
5	Felt Obligation	3.87	1.23	0.01	-0.05	-0.02	0.10					
6	Job Satisfaction	4.02	1.13	0.00	.123*	-0.04	0.00	.159*				
7	InRole Performance	4.48	1.45	.137*	.126*	0.01	0.05	0.08	0.08			
8	Organizational Citizenship Behaviour	4.34	0.99	0.02	0.11	-0.02	0.10	.122*	0.12	.221**		
9	Positive Mood	3.87	1.06	0.02	0.01	0.07	0.11	0.01	-0.07	0.02	0.03	
10	Turnover Intentions	3.28	0.99	0.03	0.09	0.02	-0.05	-0.08	0.00	0.02	0.06	0.06
	*. Correlation is significant at the 0.05 level (2-tailed), **. Correlation is significant at the 0.01 level (2-tailed).											
	Note. N = 260											

Table 16 Displays the Means, Standard Deviations, Correlations, and Reliabilities of variables

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5. 3 Analysis of Model Fit- Structural Model (POS-ITO)

The derived structural models' results indicated that the hypothesised model fit the data reliably (i.e refer to figure 20). The chi-square value ($x2$) = 550.87, DF =480.00, RMSEA=0.02, CFI= 0.95, GFI= 9.00, and TLI=0.94. All the fit-indices are within the acceptable statistical range as stated, previously. Even though the chi square-value ($x2$) =550.87 is statistically significant p=0.02 ($p < 0.05$), this value is statistically renowned to be hypersensitive to the selected sample size and it is still possible that this value is significant even when the dissimilarities between observed and derived model implied covariance values are small (Alnaimi, Ayman & Rjoub, Husam, 2019; Sun 2019; Kline, 1998). This approach validates how the POS-ITO model that best represent the data and reflects the underpinning theory POS.

In order to reduce the sensitivity of chi-square value ($x2$) to the sample size, the previous researchers have adopted and recommended to use an alternative statistical procedure to arrive at acceptable value of ($x2$) which is, ($x2$) value: the value of c_2 / df being lower than 3 (Kline, 1998). Thus, the researcher also adopts the very same statistical rule. For the derived model, the ($x2$)/DF equalled 1.14, meeting the statistically accepted criteria. All of the other fit indices as indicated consecutively in the measurement and the structural models were within the statistically acceptable range.

It should be noted that all the goodness of fit measures are in some sense arbitrary, and there is often considerable debate as to their usefulness. The author takes the view that it is important to examine the postulated model related to the goodness of fit indices. Section 5.3.2 uses this approach, placing emphasis on the interpretation of models. It was found; most of the hypothesized associations were realistic, supported and were in-line with the structural modelling results. The estimates of path coefficient values for the hypothesized POS-ITO model are presented in figure 19 (i.e, refer to section 5.3.1). At this juncture, we must note that while fit indices are a standardised and useful guide to validate the model fit, a structural model also should be evaluated concerning to the function of POS theory, as far as this research is concerned.

5.3.1 Test of Hypothesis at Global Level Using POS-ITO Structural Model

This section examines the hypotheses testing at the global level (includes both Sri Lanka and UAE segments). As stated, most of the hypothesized empirical relationships (i.e refer to section 3.5.1) were supported based on derived POS-ITO structural model below incorporated.

†p indicates < .10

*p indicates < . 05

**p indicates < . 01

***p indicates < 0.01 (two-tailed)
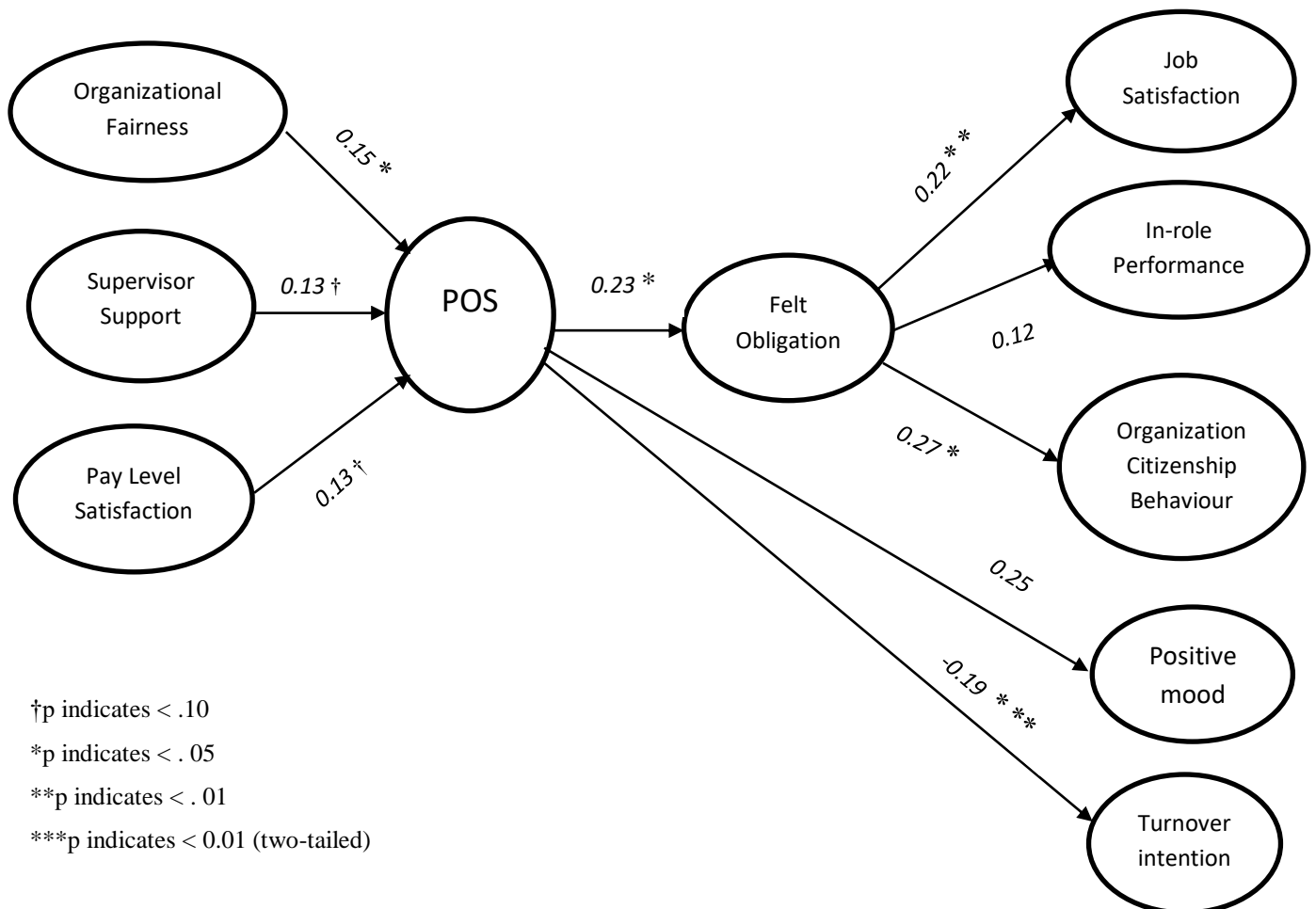
Figure 19 Demonstrates the Structural Model results (POS-ITO Model) for Hypothesized Model

The directional arrows indicate causal relationship and the values linked with them indicate the significance of the estimates contained in table 16, page 169. For an example consider the arrow from organizational fairness to perceived organizational support, the value (0.16 *) indicates that the significance of parameter estimate of the causal relationship from

organizational fairness to perceived organizational support, is weak as are most of the estimates in the table. The combination of weakness and the significance clearly needs a careful discussion (see pages from 172-208 in chapters 5 for further discussion). However, the researcher should point out the importance of examining the actual data underlying the estimated parameters and their significance. The point is that no parameter can establish definite causality. Parameters merely suggest a direction for further investigation. In other words, returning to the original data.

First, all of the three hypothesised antecedents of POS (hypothesises 1.1 through 1.3) were found to be positively associated with the formation of POS. Hypothesis 1.1 projected that organizational fairness would be positively associated with the knowledge workers' POS level. Statistically, this particular hypothesis received significant support. Hypothesis 1.1 proposed that employees' perception of organizational fairness would be positively associated with workers POS. This particular hypothesis gained relatively significant support. While the predicted relationship between employees perception on organizational fairness and POS was in the correct hypothesized direction, the OF $\rightarrow$ POS path was marginally significant, (β=0.15, p=0.12), the researcher considered only the standardised estimates values generated by the AMOS while estimating the path coefficient.

Hypothesis 1.2 which estimated a positive relationship between the employees' perception of supervisors support and POS was statistically marginally sustained (β=0.13, p=0.18). This empirical result provides a dependable base that the supervisor support helps the employees develop a perception about their work organization would be appreciated by their workers and leads to the adequate formation of POS.

Consistent with the Hypothesis 1.3 the satisfaction that the knowledge workers experience with their pay level was also found to have a marginally positive association with POS, (β = 0.13, p =.19), which is an indication that employees who believe that their work organization offers pay level satisfaction in an equitable manner are more likely to contribute to the development of POS.

The next section explains the comparative view about the individual and collective contributions of antecedents of POS to the development of organizational support that the employees perceive. As validated by the empirical results of hypotheses are an indication that

the organization impartial practices specifically on organizational fairness, supervisor support and pay level satisfaction would lead to the adequate formation of POS. Further, employees view the very antecedents of POS as necessary support practices to develop an adequate supportive perception of their work organization.

As recommended and utilised by the previous researchers (Anderson and Gerbing's, 1988; Liu, 2004; Riggle, 2007), the researcher tested empirically all possible alternative models within the research scope that are ingrained or nested with the hypothesised model (view chapter number 3). It needs to be highlighted that according to the previous researches' recommendations, the researcher critically examined the fit indices alternative models (see table no 18) to determine the rational model which fit the data (Alnaimi and Rjoub, 2019; Anderson and Gerbing's, 1988; Liu, 2004).

Further, researchers constructively developed an argument that the derived alternative models should be matched (compared and contrasted) with the hypothesised model, utilizing the difference in chi-square tests results (Anderson and Gerbing's, 1988; Liu, 2004). Consequently, the hypothesized (figure 20) and alternative models (figures 21 and 22) are incorporated in the next page.

In correspondence to hypothesis 2, which presumed a positive relationship, POS was found to have a direct relationship with job satisfaction via felt obligation (POS$\rightarrow$JS, $\beta=$ 0.12, $p=$ 0.5). Further, specifically in this path POS had a high positive effect on or via the felt obligation (POS$\rightarrow$FO, $\beta=0.23$, $p=$ 0.17) that in turn, more positively or favourably related to the job satisfaction (FO$\rightarrow$JS, $\beta=$ 0.22, $p=$ 0.21). This validates that felt obligation mediates the impact of perceived organizational support on job satisfaction. These statistical values illustrated confirm that the IT organizations that help employees meet the need of job satisfaction by forming POS and Felt obligation. The relationship between POS to JS was partially mediated by the FO, it was significant. Thus, this particular desirable practice would be considered by the knowledge workers (employees) as more supportive, required to meet their emotional need Job Satisfaction.

Conceding to hypothesis 3: the estimated positive connection between the workers' perceived organizational support and in-role-performance through felt obligation was found

to be true based on the statistical values (POS➔FO, β=0.23, *p*=0.17, FO➔IRP, β=0.12, *p*=0.12). This relationship specifies that workers who believe that perceived organizational support helps them to deal with in-role-performances are more likely to have a high level of perceived organizational support.

Hypothesis 4, which predicted a positive relationship between POS and OCB through FO was found empirically valid POS➔FO, β =0.23, *p*= 0.17, FO➔OCB, β=0.27, *p* = 0.01). The very relationship was highly significant. As like the POS to FO, the association between the POS and Positive Mood was also validated statistically with a positive relationship, (POS ➔ PM β=0.26, *p*=0.003) supporting or in line with hypothesis 5. As anticipated, upper levels of perceived organizational support were found to associate with a strong logic of felt obligation (POS➔FO, β= 0.23, *p*=0.17), which is in turn, led to improved employees work outcomes such as IRP (FO➔IRP, β=0.12, *p* =0.12), OCB (FO➔OCB, β=0.27, *p*= 0.01) and JS (FO➔JS, β=0.22, *p* =0.21).

According to hypothesis 6, the predicted relationship between POS and Turnover Intention was found to be negatively associated (β= −0.19, *p*=0.12). This is an indication that employees with higher levels of POS were less likely to exhibit emotional or serious intentions of leaving their existing organization. Interestingly, FO also was found to have a notable and negative relationship with POS (β= −0.19, *p* = 0.12). This is an indication that FO did not mediate the relationship between POS and TOI. However, it was found POS was a better predictor of Positive Mood (POS➔PM β= 0.26, *p*= 0.003) than the Felt Obligation (β= 0.12, *p*= 0.07).

The researcher reminds the readers that while rejecting or accepting the null hypothesis the researcher considered two critical aspects (a) the significance of individual p-value (p-value that is less than or equal to 0.05) (b) the impact of the relationship. Meaning, in this research, hypotheses were tested using a validated POS-ITO structural model which has a statistical significant lesser than 0.05 (p=0.02 (p<0.05). Thus, the statistical significance of the hypotheses is more than what the significance of individual p values may suggest.

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5.3.2 Alternative Model Testing for the Structural Model

Following the previous researchers' empirical approach, the researcher tested and validated chain of alternative models (i.e. see figures 20 and 21) that are closely associated or nested with the hypothesized model. As the previous researchers argue those alternative models are conceivable on the notion of alternative theoretical arguments. Thus, in this context such distinct alternative models should be matched and contrasted with the hypothesized POS-ITO model, using fit indices (chi-square differences). The nested alternative models derived are represented in figure 20 and figure 21, and the fit indices' evaluation and its comparison for the nested alternative models fit indices summary is captured in table 17.

†p < .10
*p < . 05
**p < . 01
***p < 0.01 (two-tailed)

Note: All dotted lines represent an extra added path to endogenous variables in one of the alternative model

Figure 20 Illustrates the Alternative model 1 Conceivable via Alternative Theoretical Argument, Compared to the Hypothesised Model

Alternative Models 2, 3, 4, and 5

†p   < .10

*p   < . 05

**p < . 01

***p < 0.01 (two-tailed)

Note: All dotted lines represent an extra path added to endogenous variables in one of the alternative model

- - - - -> Added path in the alternative model 2   - - - -> Added Path in the alternative model 3

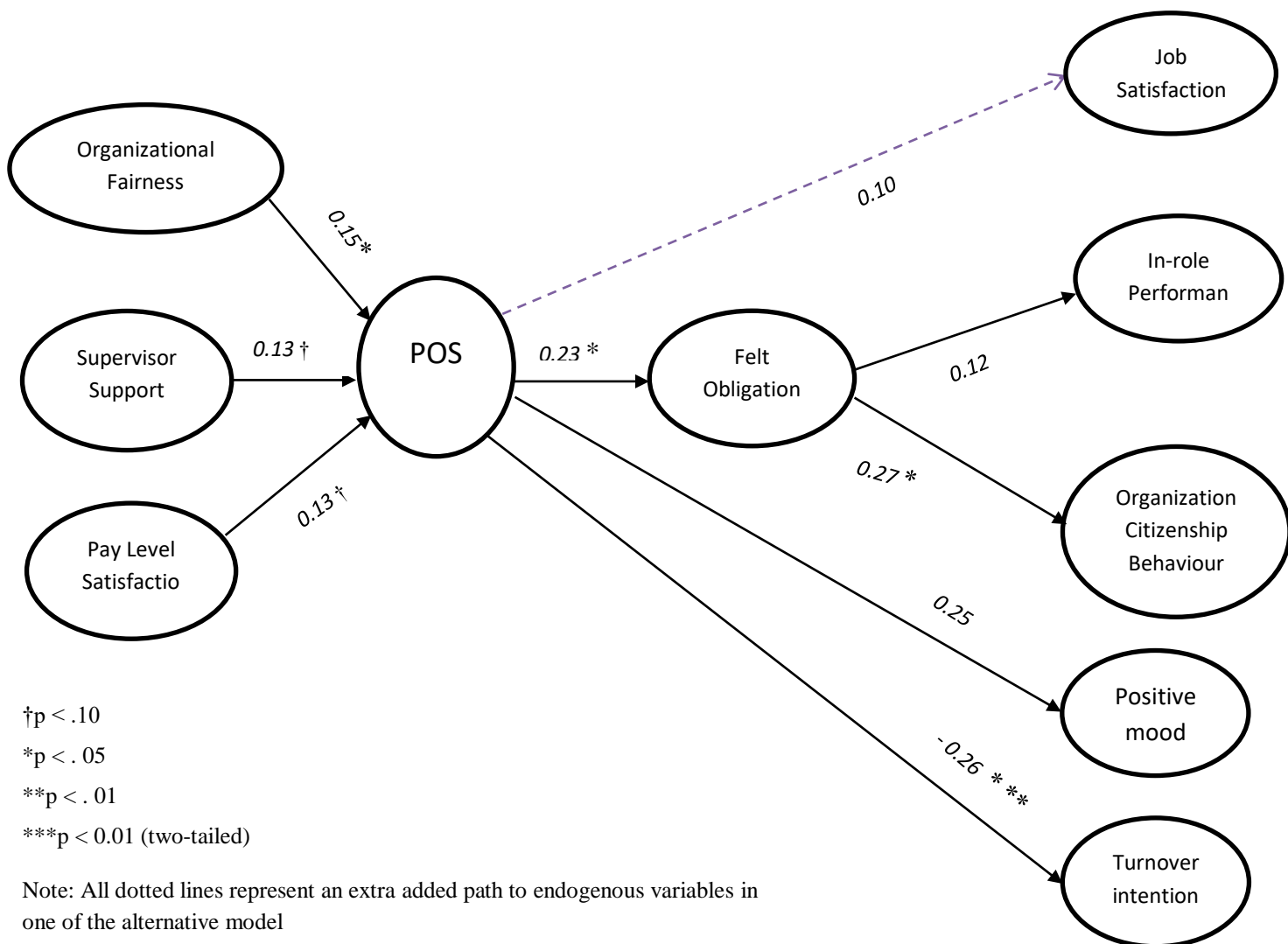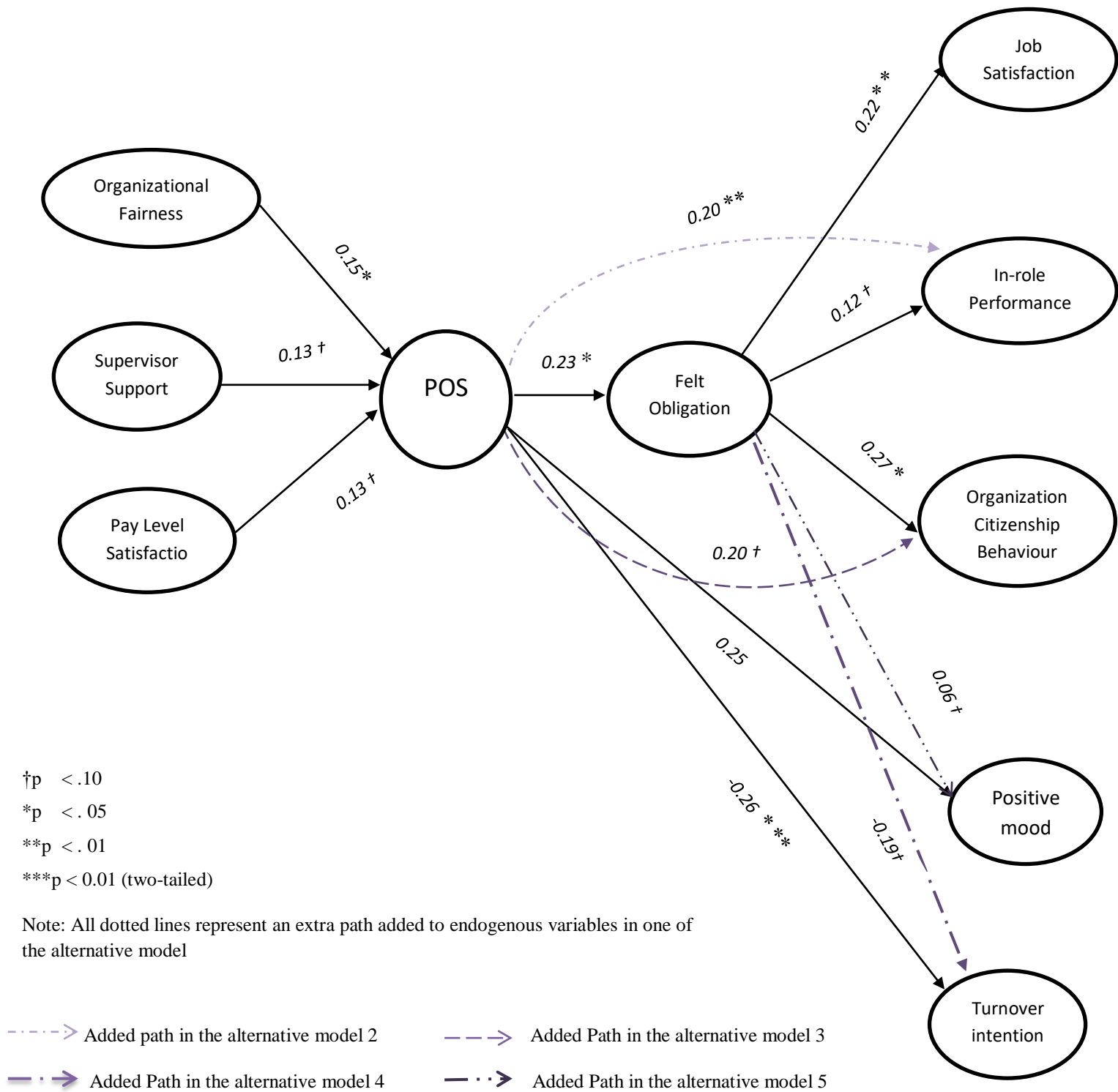- - · -> Added Path in the alternative model 4   - · · > Added Path in the alternative model 5

Figure 21 Illustrates the Alternative Models 2-5 Conceivable via Alternative Theoretical Argument, Compared to the Hypothesised Model

As stated, the alternative models nested in figure 20 and figure 21 are developed using, alternative theoretical argument, thus the importance of evaluating those for a model fit compared with the hypothesized model (POS-ITO model, depicted in figure 20). Given the complexity of POS-ITO structural modelling, it is arguably common to find the fit of the model is improved by the modification indices. However, this process should be within the limits of guidelines. As stated, the following table discusses the fit indices differences for the alternative models derived from the hypothesised structural model (Liu, 2004; Alnaimi and Rjoub, 2019; Doll et al., 1994; Shevlin, Miles and Lewis, 2000; Suhr, 2008; Lowry and Gaskin, 2014).

Models	x2	DF	AIC	RMSEA	CFI	GFI	TLI	X2/DF
Independence Model	3278.48	990	3368.48	-	-	-	-	-
Structural Model **	**550.87**	**480.00**	**712.87**	**0.02**	**0.95**	**9.00**	**0.94**	**1.14**
Structural Model	1245.67	929	1457.67	0.03	0.83	0.86	0.85	1.34
Alternative Model 1	554.78	480.00	716.78	0.03	0.94	0.90	0.94	1.15
Alternative Model 2	549.45	479.00	713.45	0.02	0.94	.90	9.40	1.14
Alternative Model 3	548.33	480.00	710.33	0.23	9.47	0.90	9.41	1.14
Alternative Model 4	550.17	480.00	712.17	0.24	0.94	0.90	0.94	1.14
Alternative Model 5	550.05	479.00	714.05	0.24	0.94	0.90	0.93	1.14

Table 17 Demonstrates Summary of Model Fit Indices

5.3.3 Discussion: Alternative Structural Models

It was critical to understand the differences and significances of the alternative models to develop a conclusion about what model should be identified and recommended as empirical for POS-ITO (the aim of the research). As a strategy adopted by the past researchers developing a comparative view between the more constrained and less constrained models is calumniatory and it is viewed as the road map to arrive at best model.

Thus, the next section discusses the more constrains and less models nested from relative to the theoretical model (i.e. see section 5.3.1).

As stated, the idea here is to generate the best confined structural model which fit the data. This approach would enable IT organization to selectively utilize the antecedents of POS to manage the knowledge workers work outcomes beneficial to both the employees and the organization (Liu, 2004; Riggle, 2007; Barrett, 2007; Anderson and Gerbing 1988).

5.3.3.1 Examination of More Constrained Model

As suggested by the previous researchers (Anderson and Gerbing, 1988; Liu, 2004; Riggle, 2007), first, the researcher examined the significance of more constrained model to the conceptual model based on the theoretical rationale formed. On this notion, the researcher developed a comparative view between the more constrained model and the theoretical model. Based on the comparative view, if the chi-square difference is significant and favourable towards the hypothesized model (POS-ITO model) should be accepted. If there is no significant difference, the more constrained model should be accepted. Since there are significant differences observed specifically in the model fit and the impact of employees work outcome, the researcher compared the POS-ITO model to the less constrained models.

It should be highlighted that, in the hypothesised model, it was suggested that FO would perform a partial mediating role consecutively between POS$\rightarrow$JS, POS$\rightarrow$OCB and POS$\rightarrow$IRP. Some scholars may argue, still, POS may impact the JS and OCB directly by increasing the employee's satisfaction of work and organizational citizenship (Miao, 2011). Arguably, the core reason that POS has a significant impact specifically on JS and OCB may be that workers feel a logic of obligation (repay) to deliver their best at work and be attached with the organization (organizational support) and through the felt obligation, based on the form of reciprocity (Aselage and Eisenberger, 2003; Eisenberger, 2002; Emerson, 2013; Liu, 2004). Hence, although relying on structural model testing (i.e alternative models), the researcher hypothesised a straight linkage between the POS$\rightarrow$JS, POS$\rightarrow$OCB and POS$\rightarrow$ IRP, it is still possible that this outcome may be fully mediated by the variable felt obligation. To examine this prediction, in alternative model 2 (i.e, see figure 21), I directly removed the path from POS$\rightarrow$JS and tested the full impact of the mediating effect of felt obligation.

Further, the researcher performed the very approach consecutively for OCB and IRP. The structural analysis of the other alternative models (i.e, see figure 21) revealed that it provides overall but relatively lower fit than the hypothesized structural model ($\Delta\chi_2$=550.87, DF=480, p < 0.01). Based on the sequential chi-square differences (very minute) and other fit indices tests, the hypothesised model (POS-ITO) model is statistically significant and superior to the alternative models 1, 2, 3, 4 and 5. Further, since there are no or very limited theoretical reasoning for restraining other paths in the derived hypothesised model, no other models were tested. Thus, the researcher ensured to the next level of testing.

Second, it should be highlighted that in the proposed model, while the researcher hypothesised that POS directly contributed to a lower turnover intention among knowledge workers to leave their work organization, the statistical results indicate this function may be possible as the result of felt obligation generated via POS. The researcher has tested this path via the alternative model 5 (see figure 21), in which the felt obligation path to TOI is projected, in addition to the straight path from POS to TOI estimated in the hypothesized POS-ITO model. Based on the fit indices validation, the chi-square difference test disclosed that the Alternative Model 5 was not significantly superior to the hypothesized POS-ITO Model ($\Delta\chi_2$ = 549, DF =477, p > 0.012). The results suggest that though the felt obligation partially mediates the impact of POS, it was identified the POS has a direct impact on turnover intention. Thus, it was concluded parsimony is preferred with no significant difference in explanation in alternative model 5.

Third, based on the norm of organizational support theory, POS should develop a sense of felt obligation (Eisenberger et al., 2001; Liu, 2004) among the knowledge workers to reciprocate to the work organization by helping the organization to achieve its goals. The researcher hypothesised that the felt obligation mediates the impact of POS on (a) In-Role Performance (Miao, 2011; Watt and Hargis, 2010; Chen et al., 2009; Emerson, 2013) (b) Organizational Citizenship Behaviour (Lambert, 2000; Moorman, Blakely and Niehoff, 1998; Muhammad, 2014; Podsakoff, MacKenzie Paine and Bachrach, 2000) and Job satisfaction (Liu, 2004; (Emerson, 2013; Miao, 2011; Pattanayak and Chhabra, 2014; Miao and Kim, 2010). The empirical test of structural equation method did favour or support these propositions.

It was noted that POS to FO path was identified with a weighty positive impact. Further, the impact of POS generated significant paths consecutively from FO→JS and FO→OCB. Both paths coefficient estimates values were found with significant positive values. However, the structural equation test on AMOS did not support FO→IRP path or proposition. The FO→IRP path coefficient estimate was not significantly greater than the POS-IRP path. However, one could argue that based on the notion of reciprocity felt obligation may not be fully answerable or accountable for the higher level of POS among the knowledge workers exhibit high JS and OCB but not on IRP. It means one could claim that the influence of POS on JS and OCBs are only mediated by felt obligation, and specifically not in the case of IRP. In order to investigate whether felt obligation fully or partially mediated the impact; the researcher scrutinized the test results of two other nested alternative models. In alternative model 1 (i.e see figure 33) the constraint on the path between the POS and JS was relaxed. It was found additionally included parameter did not increasingly contribute to the impact on JS or did not progressively contribute to the description given by the hypothesized POS-ITO model ($\Delta\chi_2 = 549$, DF = 477, p > 0.012).

Correspondingly, the constrained empirical association between perceived organizational support and OCB was tested (relaxed) in alternative model 2 (i.e see figure 21), and calculating path efficiencies did not offer a better description of the concept covariance ($\Delta\chi_2 = 549$, DF = 479, p > .014). Hence, the hypothesized model is supported or in other words in the notion of less parsimonious ground and the Alterative Models 2-5 were not selected. These results confirm and validate the organizational support theory, suggest that (a) perception of organizational fairness (b) perception of supervisor support and (c) their perception on pay level satisfaction were found to be the antecedents of POS in the ITO industry across both Sri Lanka and the United Arab Emirates. Further, the POS-ITO model predicts that high level of POS increases the felt obligation and helps organizations to achieve business objectives via promoting desirable work outcomes, which are obviously organizational goals.

5.3.3.2 Examination of Less Constrained Model

As suggested by the statistical experts (Anderson and Gerbing, 1988), here, the researcher evaluated the hypothesized model (i.e see figure 22) in which the outcome variables are related. It was found in literature the outcome variables of POS may also have independent association among them. Thus, the researcher tested this possibility.

According to the previous researchers' views, if there is limited or no difference between the hypothesised and the less constrained models, that indicates, the most likely restriction from the hypothesized model make sense (i.e refer to figure 22). Meaning, the hypothesized theoretical model empirically makes it accepted, based on the parsimony of providing no explanation for the significant difference in the description. In contrast, a substantial difference would recommend that the added parameters (factor) contribute to an improved justification in terms of predicting the employees' work outcomes than the hypothesized POS-ITO model, thus, the less constrained model should be recognized to proxy the antecedents and outcomes of POS.

First, some organizational researchers suggest, that consecutively lower job satisfaction (Pattanayak and Chhabra, 2014), lessened organizational citizenship behaviour (Miao, 2011; Pattanayak and Chhabra, 2014) and reduced positive mood may (Donsbach and Shanock, 2008) lead to increased intention to quit. That is, JS may also be a predecessor of the turnover intention. It was evident that JS partially mediate the effect of organizational support on TOI. To empirically test this likelihood, in alternative model 6, the researcher added a path consecutively from JS, OCB and IRP to turnover intention. However, to the chi-square difference test, it did not reveal a significantly better fit to the data compared to the hypothesized model ($\Delta\chi_2$ =549, df =477, p > 0.012), signifying that adding an extra path from JS, OCB, IRP and PM did not provide a better explanation for the POS-ITO data. On this notion, it was determined that the hypothesized theoretical model was robust and greater to the alternative model 6.
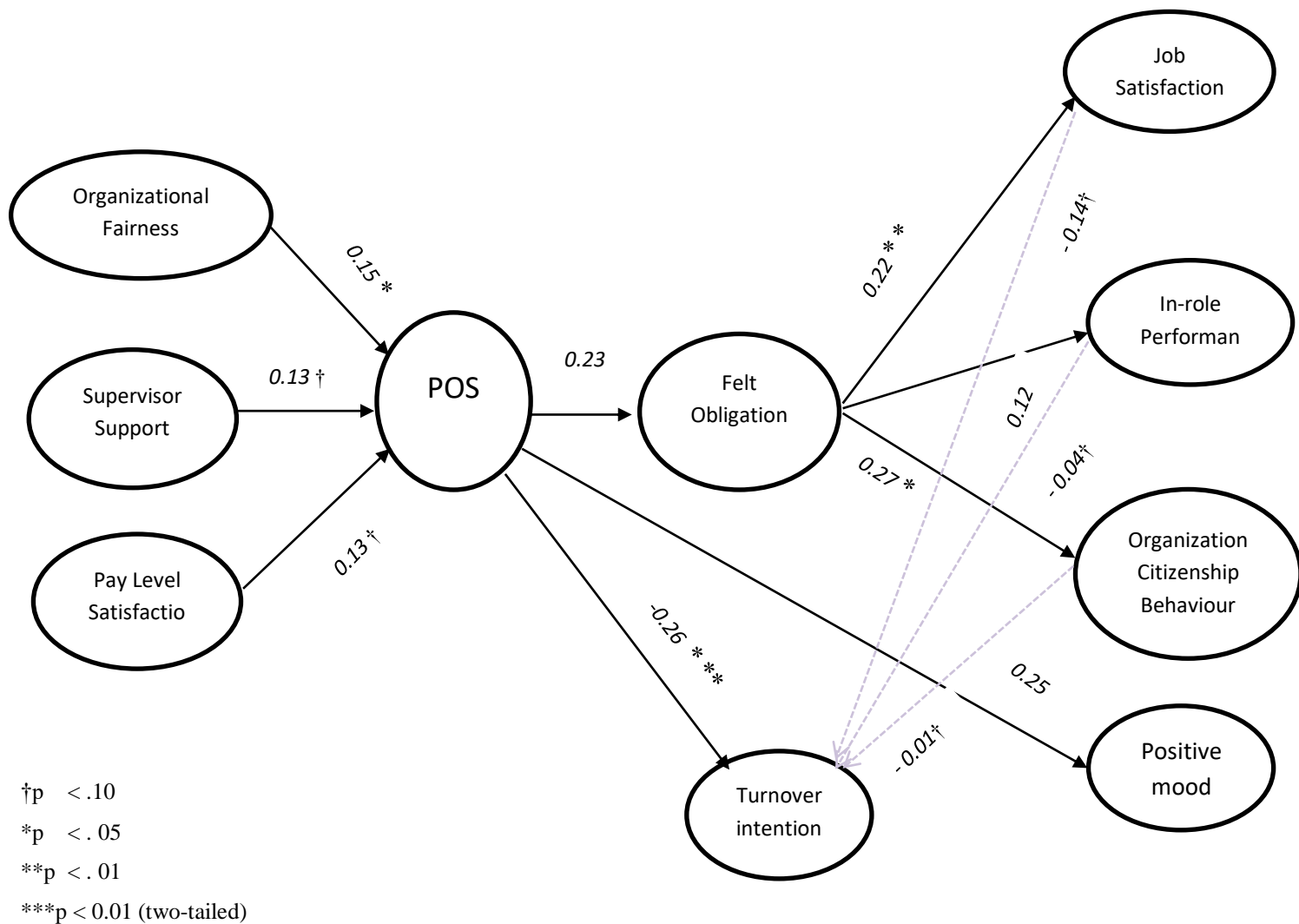
Figure 22 Illustrates the Less Constrained Model and Added Paths (Alternative Model-6)

5. 3.4 Comparative View of Hypotheses Test results Global Level Vs Local levels

In this section, the researcher compared and contrasted the path coefficient values to empirically recognise and determine similarities and the differences that exist among global, Sri Lanka and UAE ITO industries. The researcher tests all hypotheses via a coherently logical approach. The identified logical relationships of the Hypothesis are validated based on

the structural modelling results. To arrive at the empirical model the researcher tests the hypothesised relationships at three-segmented levels: (a) test the global relationship at the ITO level, (b) at Sri Lanka-ITO level and (c) at UAE-ITO level. The next subsection statistically examines and validates the existing empirical relationship between the antecedents of POS (organizational practices) and the knowledge workers' perceived organizational support, individually and collectively (Gyekye and Salminen, 2009; Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007 Tsai, 2013; Yong and Pearce, 2013)

Global ITO level			
Antecedents of POS	Individual (β =value)	Individual (p =value)	Significance (***)
OF	0.15	0.10	Marginal
SS	0.13	0.19	Marginal
PLS	0.13	0.19	Marginal
Sri Lanka ITO level			
OF	0.18	0.16	Marginal
SS	0.19	0.16	Marginal
PLS	0.29	0.02	Highly
UAE ITO level			
OF	0.16	0.25	Marginal
SS	0.04	0.75	Not significance
PLS	-0.09	0.53	Not significance

Table 18 Illustrates the Comparative View about the Formation of POS

Based on the comparative review, it was evident that how antecedents of POS develop supportive perception is contextual, and depended upon various factors but not limited to distinct needs of the ITO workers, the applicability of impartial organizational policies and procedures and the socio-cultural values (Gyekye and Salminen, 2009; Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007). Please refer to the sections 6.1.1, 6.1.1.1 and 6.1.1.2 in Chapter 6 for detailed discussions.

5.4 Moderating Effect of Demographic and Socio-cultural variables on POS

The availability of distinct demographic and socio-cultural variables moderates the effect of POS on employees' work outcomes (Gyekye and Salminen, 2009; Bartol, 2007; Farh, Hackett and Liang 2007; Brougham and Haar, 2013). The researcher summarised the variances responsible for moderated hierarchical regression of (a) Demographic and (b) socio-cultural variables in table number 20 and table number 33. Based on the summarised value it can be realized that the presence of POS and demographic variables had a significant association and collectively had an incremental effect on JS, OCB, IRP, PM and TI, respectively.

As suggested by Aiken and West (1991), once a noteworthy interaction is observed or evident, we should develop our empirical knowledge by sharpening of its meaning by plotting the interactions. To interpret the moderated impact of demographic and socio-cultural parameters using graphs, the researcher used recommended Excel stat tools suggested by the previous researchers (Hayes, 2018; Jeremy, 2020). Next section presents, the distributions of demographic parameters of workers taken into analysis and the differences in POS. The table incorporated in the next page illustrates the means and the Intercorrelation values of demographic and socio-cultural parameters taken into analysis.

The researcher developed and examined the correlation matrix of the demographic and socio-cultural variable to develop empirical perspective specifically on (a) how those variables moderate the impact of POS (b) how they play a possible part in data triangulation. The below-incorporated table illustrates the Intercorrelation among both demographic and socio-cultural variables.

		M	SD	1	2	3	4	5	6	7	8
1	Gender	1.30	0.46								
2	Religion	2.61	0.97	.052							
3	Language	2.94	1.40	.059	-.402**						
4	Age	2.38	0.94	.044	-.009	-.047					
5	Education	2.55	0.60	.031	.023	-.005	.158*				
6	Tenure	2.29	0.86	-.056	-.044	.101	.498**	.233**			
7	Job Role	1.70	0.62	.032	.126*	-.070	.287**	.284**	.181**		
8	Marital status	1.73	0.55	.131*	.117	-.082	.392**	.109	.290**	.090	1.00

*. The correlation value is significant at the 0.05 level (1-tailed)
**.The correlation value is significant at the 0.01 level (2-tailed)
Note. N = 260.

Table 19 Displays the Means, Standard Deviations and Correlations of demographic and socio-cultural factors

5.4.1 The Moderating Effect of Demographic Variables on Employees Work Outcomes

In this section researcher evaluates the moderated impact of POS imposed by the demographic variables on knowledge workers work outcomes objectively and individually (Gyekye and Salminen, 2009; Liu, 2004). The below-incorporated table illustrates the variations in the workers' demographic parameters (descriptive statistics) across both Sri Lanka and UAE.

There is a distinct difference in terms of how elder workers, higher educated workers, female workers, managerial workers and married workers develop supportive perceptions about their work organization. As stated in the literature review, this is an indication that workers' work orientation in ITO, and how they develop a supportive perception about their work organization based on their experience received via the antecedents of POS, was contingent on their demographic parameters. The table incorporated in the next page illustrates the variations in the workers' demographic parameters (descriptive statistics) across both Sri Lanka and UAE.

Workers demographic parameters	Mean	N=Total Numbers	SD = Standard Deviation
Age			
18–29 years	3.94	47	0.70
30–39 years	3.97	103	0.73
40–49 years	3.86	74	0.76
50 years and over	4.09	36	0.86
Gender			
Male	3.89	181	0.76
Female	4.07	79	0.72
Marital Status			
Single	3.97	84	0.70
Married	3.93	163	0.78
Divorced or Separated	4.04	13	0.66
Educational Status			
Attended college 1 - 3 years ¬or diploma	4.00	10	0.71
Graduated or degree	3.98	101	0.68
Postgraduate study or masters	3.92	144	0.79

Doctorate	3.84	5	1.18
Organizational Tenure			
1–12 months	3.84	45	0.75
1–4 years	4.02	119	0.70
5–10 years	3.91	73	0.70
11–14 years	3.86	22	1.11
15 years and over	4.21	1	
Job Role			
Entry Level/Junior level	3.91	100	0.80
Supervisor/Manager	3.96	137	0.70
Director/ CEO	4.00	23	0.82

Table 20 Demonstrates Workers' Demographics and POS

5.4.1.1 Moderating Effect of Age on POS and the Impact

Consistent with hypothesis 8.1, the moderating impact of age on POS and how it influences the work outcomes of the knowledge workers was objectively evaluated. The below indicated result discloses that age as a demographic variable had a significant influence or interaction effect on felt obligation, in-role performance, positive mood and Turnover intention. It was identified that age had the highest positive impact (+0.88) on PM and the negative impact on (-0.95) TOI, which is an indication that the elder workers display high negative association with the turnover intention. It was evident, consistent with the hypothesis the older workers express a more supportive perception, M=4.09 (i.e, refer to table 19). It was also identified that both the work outcomes display arguably increasing pattern moderated outcomes with the age, other-than one segment of age category.

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	B	B	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19

Step 2	18–29 years	0.43	0.01	0.45	0.00	0.32	0.22
POS x Age	30–39 years	0.08	0.29	0.04	0.13	0.61	0.12
	40–49 years	0.32	0.46	0.30	0.26	0.20	- 0.70
	50 years and over	0.44	0.26	-0.08	0.20	0.88	- 0.95

Table 21 The Moderated Influence of Age on Employees Work Outcomes

The recognised disparity on the formation of POS, FO and employees work outcomes between the global level versus demographic layers were possibly generated due to the distinct differences in the distribution of age (i.e, refer the demographic distribution table number 18). In order to validate the interactive moderated impact on POS, the researcher had standardised the variable interest and calculated the product terms, (z-scores and multiplication of z-scores- very approach of standardized hierarchical regression analysis). The results indicate that reliable with hypothesis 8.1, there was a substantial interactive moderation impact on POS→FO and age consecutively on IRP, OCB, PM and TOI.

			Moderation Effect on Outcome variables using Z score				
		Interaction Effect	JS	IRP	OCB	PM	TOI
	Variable	Value	β	β	β	β	β
Step 1	POS X FO	0.09 (Step 1 <→Step2)					
Step 2	AGE	0.12 (Step 2 <→Step3)			0.09	*** -20	0.09
Step 3	INTE AGE AGE X POS X FO	0.23 (Step 3 <→Step1)	-0.11	** -0.07			0.10

*N= 260, Note *= p < .05, **= p < .01, *** = p < .001*

Table 22 Illustrates the moderated impact of POS (highly significant) on IRP and PM

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As stated, the table discloses the moderated impact of POS on employees work outcomes (only highly significance), selectively. In order to statistically conclude that POS moderates the impact, the researcher interaction effects between the POS, FO and Age as incorporated in table number 22, examined the moderated work outcomes ($(x2) = 26.00$, df = 18, RMSEA =0.041, CFI=0.79, GFI=0.97, AGFI= 0.95, $(x2)/$ df=1.44 and p= 0. 10). It was found to be true that age moderates the impact of POS on PM and IRP and it was statistically significant (Aloysius, 2011; Bartol, 2007; Farh, Hackett and Liang, 2007; Webster and Adams, 2009). The moderated multiple regression analysis—a common approach used by others (e.g., Eisenberger et al., 2001) in similar situations and recommended by (Kenny, Kashy, & Bolger, 1998).

As suggested by the previous researchers once a noteworthy interaction is observed or evident, we should develop our empirical knowledge by sharpening of its sense by plotting the interactions (i.e, Comparison of slopes) (Aiken and West, 1991). The plot test directly addressing the statistical relationships predicted by hypothesis 8.1. In this case, the researcher took the employees' work outcome, IRP to demonstrate the moderated impact on age on IRP.
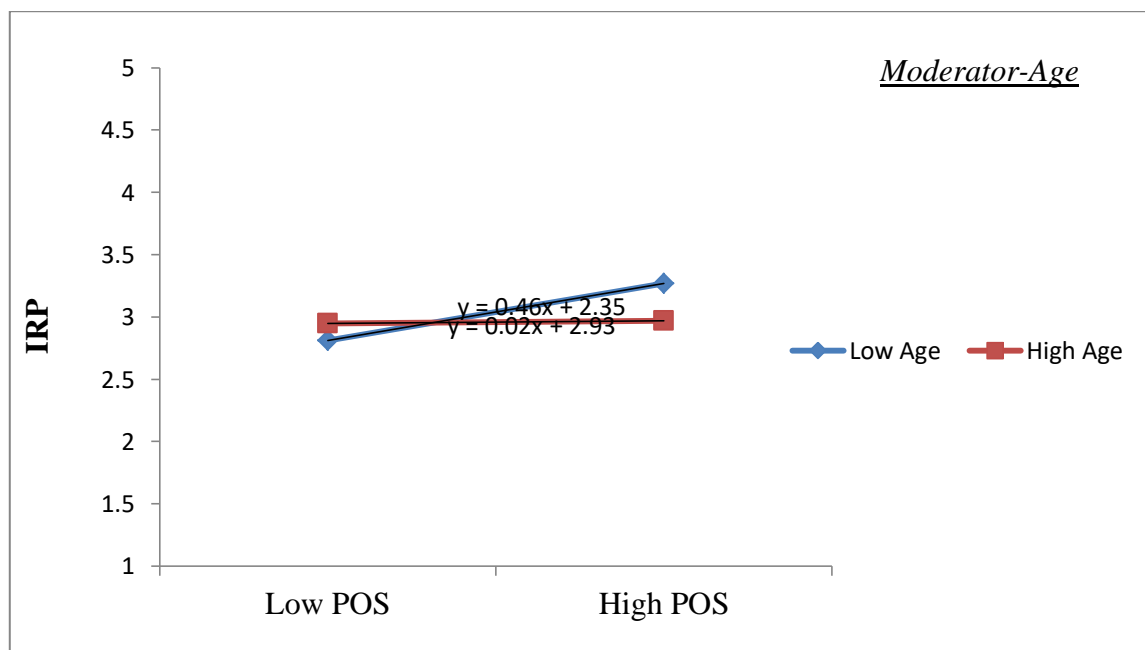

Figure 23 demonstrates the moderated impact of age on IRP

The analysis result indicated that for lower moderation there is no significant impact on In-role performance. However, the employees who are relatively young and exhibited high

levels of perceived organizational support; they disclosed a significant impact on their In-role performance.

5.4.1.2 The Moderating Effect of Gender on POS and the impact

According to the relationship predicted by hypothesis 8.2, the impact of POS on work outcomes also was moderated by the demographic variable, gender. The test results indicate that there was a significant relationship between POS and Gender. It was evident that the gender (female) highly moderates the impact of POS on felt obligation, job satisfaction, positive mood and turnover intention (i.e refer to table 23). Consistent with hypothesis 8.2 the predicted results were validated via (β =0.49, $p < .000$). This empirical positive relationship indicates relative to male workers, female workers are likely to exhibit higher levels of POS (i.e, refer to table number 23).

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
	Male	0.04	0.17	0.16	0.33	0.24	- 0.09
Step 2	Female	0.50	0.33	0.17	0.06	0.33	- 0.12

Table 23 Exhibits the Moderated Influence of gender on Employees Work Outcomes

The highest significant moderated impact was found in the (gender-POS-JS; β= 0.33) and the lowest was identified in the (gender-POS-TI; $\beta = - 0.09$). The researcher tested and validated the moderated impact of gender on POS. However, unlike the age, the moderating variables did not disclose a statistically dependable (***) moderated impact. It was evident that gender moderates the impact of POS on selective work outcomes in the ITO industry, modestly.

		Interaction Effect	Moderation Effect on Outcome variables using Z score				
			JS	IRP	OCB	PM	TOI
	Variable	Value	B	B	B	B	B
Step 1	POS X FO	-0.08 (Step 1 <→Step2)	† -0.07	†0.12		-0.07	
Step 2	GENDER	0.10 (Step 2 <→Step3)			0.09	-0.7	
Step 3	INTE GEN GEN X POS X FO	0.19 (Step 3 <→Step1)					† 0.09

N= 260, Note † = Marginal, *= p < .05, **= p < .01, *** = p < .001

Table 24 Exhibits the Moderated Influence Of gender On JS, IRP and TOI

The researcher tested the moderated impact using the slope test, specifically on turn over intention which is a negative outcome investigated in this research. It was found that the SEM model produced following fit indices (x2) = 22.19, DF = 19, RMSEA =0.025, CFI=0.81, GFI=0.97, AGFI= 0.95, (x2)/DF=1.16 and p=0. 27). Thus it is a credible model, can be relied upon to predict employees' work outcomes. Overall, moderation revealed interesting insight, which was, the male workers who showed high-level of POS exhibited lower TOI, though it was a marginal influence. However, their counterpart (female) workers who exhibited a high level of POS had shown a high level of turnover intention. The below-incorporated diagram discloses a slight deviation.
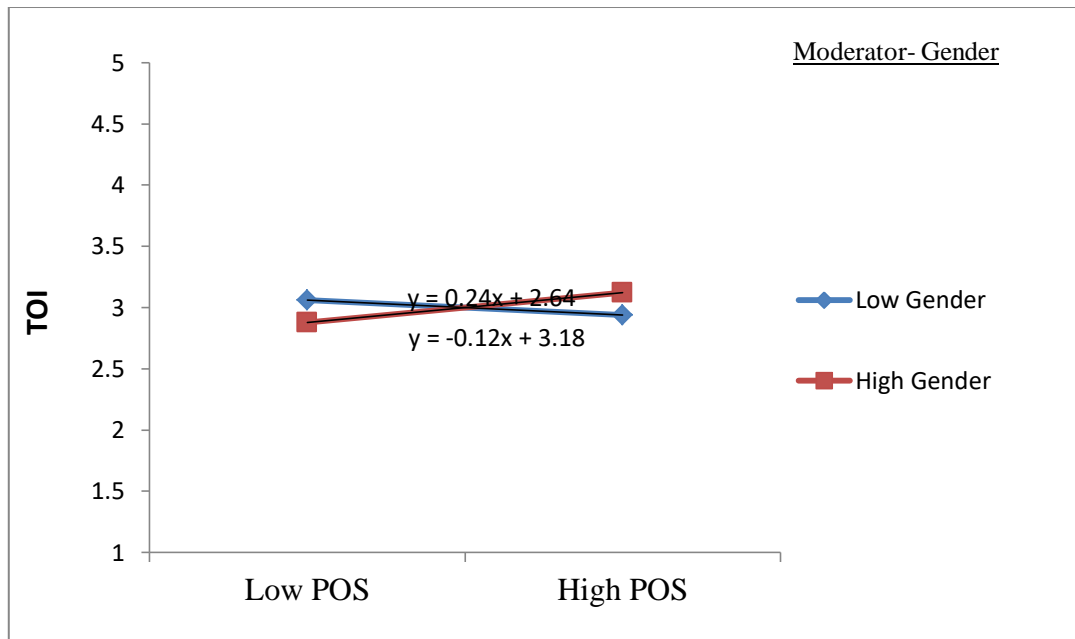
Low gender= Male, High gender=Female

Figure 24 Exhibits the Moderated impact of Gender on TOI

5.4.1.3 The Moderating Effect of Civil Status on POS and the impact

Persistent with hypothesis 8.3, the civil status of the knowledge workers also was found to considerably influence the impact of POS on work outcomes. The substantial moderating effect of civil status was found on felt obligation, job satisfaction, positive mood and turnover intentions. The incremental and positive moderated influence was identified in the civil status→PO→IRP channel relative to the theorized model (β= 0.33). However, the negative moderated impact of civil status was identified in the civil status → PO→TOI path (β= - 0.16). In the standardised multiple hierarchical regression, it was identified that the overall beta value was (β= -0.09), it changed from (β = 0.11 to -0.09). Thus it is an indication that, as stated, the civil status of the knowledge workers moderate the impact of POS and it reflects on the employees work outcomes either positively or negatively.

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
Step 2	Single	0.28	0.02	0.33	0.07	0.53	- 7.73
	Married	0.50	0.34	0.16	0.22	0.39	- 0.16

Table 25 Exhibits the Moderated Influence Of marital status On Employees Work Outcomes

To validate the moderated impact and statistically conclude, the researcher standardised moderation effect using Z-scores. It was found that civil status had a significant influence on InRole Performance and Positive mood. Thus, it was statistically possible to conclude that the moderator variable marital status influenced the employees' work outcomes in a limited capacity or selectively.

			Moderation Effect on Outcome variables using Z score				
		Interaction Effect	JS	IRP	OCB	PM	TOI
	Variable	Value	β	B	B	B	B
Step 1	POS X FO	0.06 (Step 1 <→Step2)		*0.11			
Step 2	MARITIAL STATUS	0.04 (Step 2 <→Step3)					
Step 3	INTER MARITAL X POS X FO	0.24 (Step 3 <→Step1)				*-0.13	

Table 26 Exhibits the Moderated Influence of Marital Status on IRP and PM

An additional statistical analysis which represents the relationship between the POS and positive mood demonstrates at SD 1 above and 1 SD below, indicates that the unmarried (low-marital) were found to have exhibited a high level of positive mood, whereas the married workers (high-marital status) showed marginally less level of positive mood. On this basis, it was possible to statistically accomplish marital status moderates the employees' work outcome, in the ITO's case, significantly impacts on IRP and PM. This validates the hypothesis testing 8.3. The fit indices of the model was standardised at $(x2) = 25.53$, DF =21, RMSEA =0.029, CFI=0.82, GFI=0.97, AGFI= 0.95, (x2)/DF=1.21 and p=0. 22).
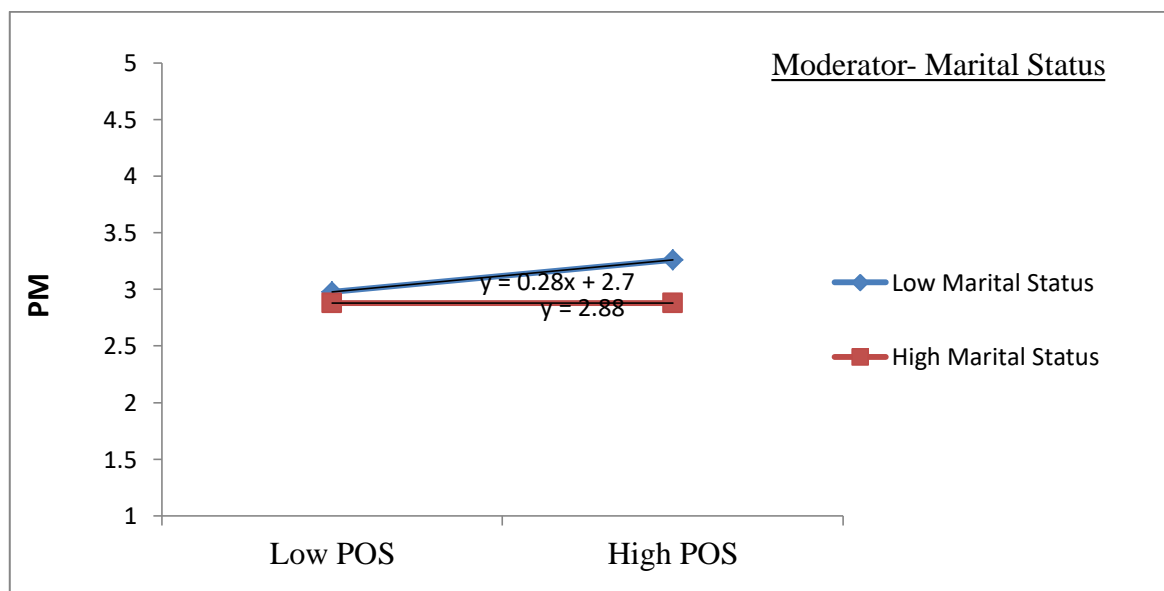
Low marital Status= Single, High Marital Status=Married

Figure 25 Exhibits the Moderated Impact of Marital Status on PM

5.4.1.4 The Moderating Effect of Education on POS and the impact

The empirical moderating association between the POS and the education exhibits an interesting insight according to the logical relationship predicted by hypothesis 8.4. The highest moderated positive impact (path efficiencies) was found in the POS$\rightarrow$ FO $\rightarrow$ PM ($\beta = 0.58$) and the negative influences were recorded in the turnover intention category (POS$\rightarrow$ FO $\rightarrow$TOI ($\beta= - 0.14$). It was found out that AMOS did not produce the coefficient estimates

for the proxy and outcome variables (FO and employees work outcomes) for diploma (n=10) and doctorate categories (n=5) due to limited sample size (Bentler and Bonett, 1980).

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
	Diploma	-	-	-	-	-	-
Step 2	Graduated	0.01	0.30	0.15	0.12	0.08	-0.14
	Masters	0.23	0.12	0.21	0.23	0.58	-0.14
	Doctorate	-	-	-	-	-	-

Table 27 Exhibits the Moderated Influence of Level of Education on Employees Work Outcomes

As good as the other moderator variables the level of education also was found to have a conclusive moderated impact on selected variables (employees) work outcomes. Specifically, it had a statistically significant impact on turnover intention and in-role performance. Further, the level of education had a marginal impact on positive mood. The next table discusses the moderated impact on TOI, PM and IRP. It was an indication that the level of education has the capacity to moderate the impact of POS on employees either positively or negatively.

		Moderation Effect on Outcome variables using Z score					
		Interaction Effect	JS	IRP	OCB	PM	TOI
	Variable	Value	β	β	β	β	β
Step 1	POS X FO	0.11 (Step 1 <→Step2)		*0.10			
Step 2	EDUCATION	0.29 (Step 2 <→Step3)					*0.11
	INTER						

Step 3	EDUCATION X POS X FO	0.43 (Step 3 <→Step1)				*-0.13	

N= 260, Note † = Marginal, *= p < .05, **= p < .01, *** = p < .001

Table 28 Exhibits the Moderated Influence of educational Status on IRP, PM and TOI.

The moderated impact of education was tested using slope graph ((x2) = 22.66, DF =13, RMSEA =0.054, CFI=0.82, GFI=0.97, AGFI= 0.95, (x2)/DF=1.71 and p=0. 046), in this case the depended variable was turn over intention. It was found that the lower educational workers who still exhibited a high level of POS demonstrated lower intentions to leave the company.
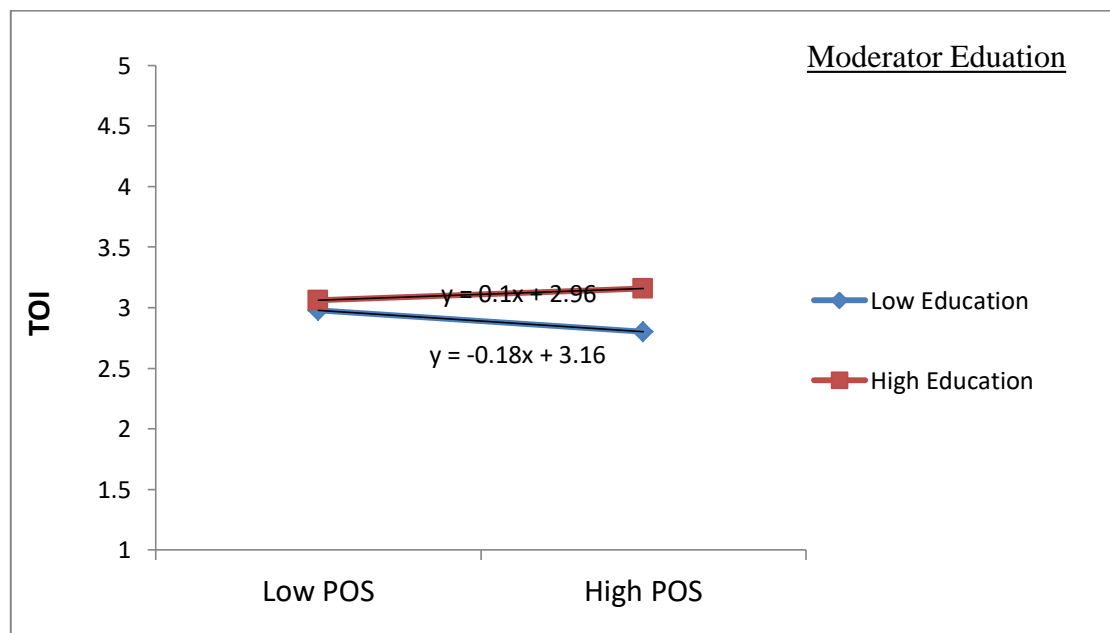

Figure 26 Exhibits the Moderated Impact of Education Status on TOI

5.4.1.5 The Moderating Effect of Organizational tenure on POS and the impact

The relationship between the POS and organizational tenure also was found exhibiting a commendable relationship or behavioural pattern. Consistent with the hypothesis 8.5, the highest moderated positive impact was recorded in POS → FO → JS (β =

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0.41), in contrast, the negative moderated influence was identified in POS → FO → TOI channel (β=- 0.11). It was evident as good as the other moderator variables the organizational tenure also had both the positive and negative moderated impact on knowledge worker's work outcome. However, the AMOS did not report the statistical value for 11-14 years category for outcome variables due to limited responses from the ITO workers.

		Predictor Variable	Outcome variables					
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
Step 2	1–12 months	0.02	0.34	1.12	0.06	0.05	-0.6
	1–4 years	0.03	0.07	-0.09	0.11	0.45	0.31
	5–10 years	0.30	0.41	0.41	0.37	1.16	- 0.11
	11–14 years	-	-	-	-	-	-

Table 29 Displays the Moderated Influence of Org Tenure on Employees Work Outcomes

The researcher adopted the standard approach using standardized Z score to empirically evaluate the moderated impact of POS on employees work outcomes. It was found that the organizational tenure had a conclusive influence on employees work outcomes, specifically on the positive mood and job satisfaction. The table number 30 discusses the very impact.

			Moderation Effect on Outcome variables using Z score				
		Interaction Effect	JS	IRP	OCB	PM	TOI
	Variable	Value	β	β	β	β	β
Step 1	POS X FO	0.14 (Step 1 <→Step2)	† -0.06				

Step 2	ORG. TENURE	0.33 (Step 2 <→Step3)					
Step 3	INTER ORG. TENURE X POS X FO	0.71 (Step 3 <→Step1)				*-0.13	

N= 260, Note † = Marginal, *= p < .05, **= p < .01, *** = p < .001

Table 30 Exhibits the Moderated Influence of org tenure on PM and JS.

With the motive of validating the moderated influence on organizational tenure, the researcher used the Z score of interacting variables. It was identified that as good as other moderator variables, the organizational tenure had a significant impact on positive mood ($(x2) = 30.48$, DF = 18, RMSEA =0.052, CFI=0.83, GFI=0.97, AGFI= 0.94, $(x2)/DF=1.19$ and p=0.033). Even though organizational tenure had a marginal moderation on the other variables, those significant values were marginal, thus, on that ground, the researcher concludes that organizational tenure significantly influences the moderated impact of POS on PM and JS in the ITO across Sri Lanka and UAE.

The recorded moderated impact of POS was plotted with the positive mood using 1 standard deviation above and below level. It was found that the employees with a high degree of POS and relatively lower organizational tenure had exhibited relatively higher positive mood than the high tenure and low POS workers. Even though it is arguably a marginal moderation, still the significance was high. The next diagram illustrates the pattern of moderation.
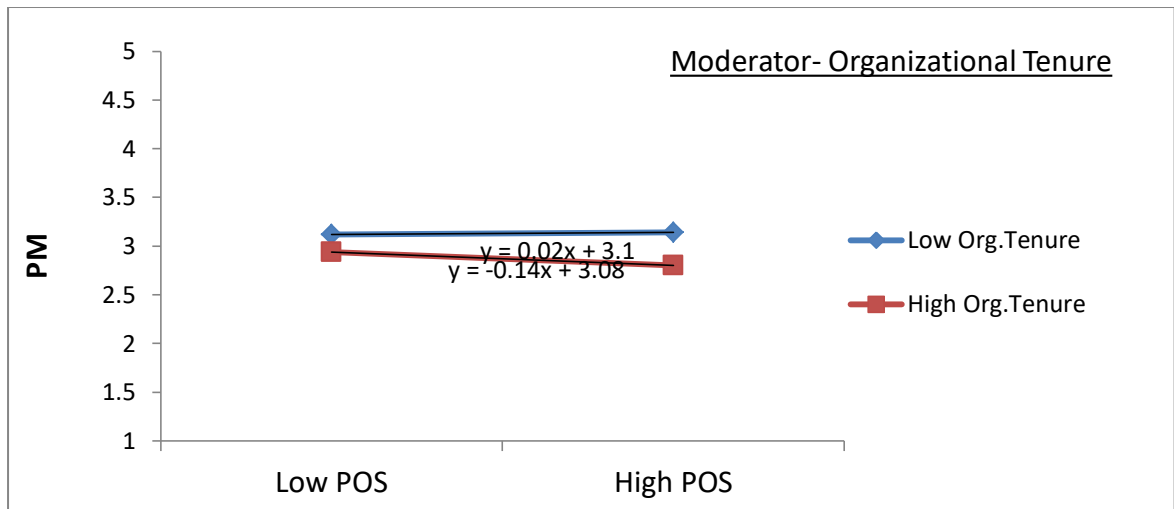
Figure 27 Exhibits the Plotted Moderated Influence of Org Tenure on PM

5.4.1.6 The Moderating Effect of Managerial Role on POS and the impact

As predicted by the hypothesis 8.6, the test results indicated that there was a significant interaction effect between the role and responsibilities (managerial roles), as specified in the table. It was recognized that AMOS did not record the outcomes variables for director/CEO category due to insufficient responses or the sample was insufficient.

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
	Entry Level	0.32	0.36	0.19	0.30	0.22	-0.12
Step 2	Supervisor/Manager	0.12	- 0.03	0.11	0.25	0.32	- 0.32
	Director/ CEO	-	-	-	-	-	-

Table 31 Displays the Moderated Influence of managerial employees on Employees Work Outcomes

It was noted that as like the other moderator variables, the managerial role also showed statistically marginally significant impact on in-role performance, positive mood and organizational citizenship behaviour.

		Interaction Effect	Moderation Effect on Outcome variables using Z score				
			JS	IRP	OCB	PM	TOI
	Variable	Value	β	β	β	β	β
Step 1	POS X FO	-0.04 (Step 1 <→Step2)		† 0.10			
Step 2	MANAG.ROLE	0.09 (Step 2 <→Step3)					
Step 3	INTER ORG. TENURE X POS X FO	-.20 (Step 3 <→Step1)			† 0.06		

*N= 260, Note † = Marginal, *= p < .05, **= p < .01, *** = p < .001*

Table 32 Exhibits the Moderated Influence of Managerial role on IRP and OCB.

As per the standard approach, the researcher standardized the Z score of the moderator variable and the interaction terms to develop the slope. Though the accumulated moderated impact was modest, it was learnt as predicted by hypothesis 8.6; the managerial workers with a high degree of POS were found to have high organizational citizenship behaviours. The plotted diagram discloses the deviation of OCB according to the POS value 1 above the standard deviation and 1 below the standard deviation. The fit indices was found to have remained at ((x2) = 24.48, DF = 18, RMSEA =0.037, CFI=0.80, GFI=0.97, AGFI= 0.95, (x2)/DF=1.34 and p=0.148).
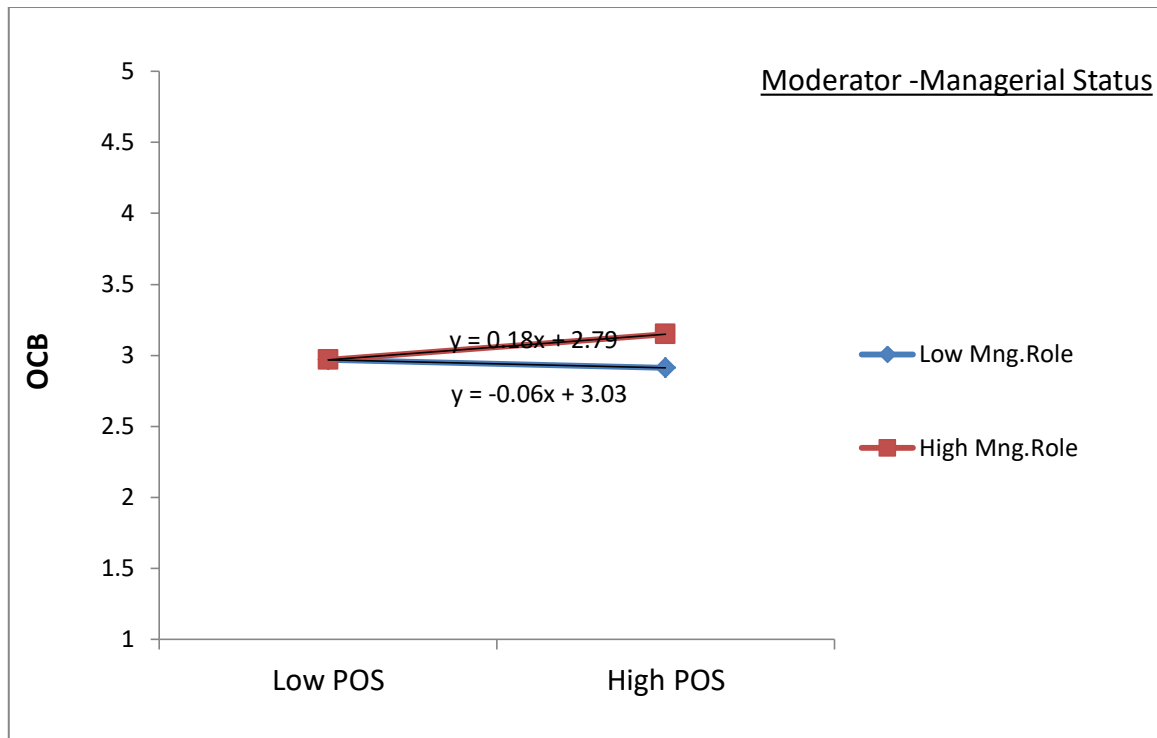
Figure 28 Exhibits the Plotted Moderated Influence of Managerial Role on OCB

5.4.2 The moderating impact of Socio-cultural variable on POS and its Impact

This section discusses the moderating role of (a) religion and (b) language on POS, in turn how it influences the discrete employees' work outcomes (Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002). It was recognised in the ITO the manner in which POS is formulated among religious and language contexts showed lots of similarities (refer table 33), the mean of POS validates and justifies (Gyekye and Salminen, 2009). This might be an indication that every religion encourages employees to be positive and build positive vibes on their company they work for, irrespective of the organizational support practices provided to them.

	M	N	SD
Religion			
Buddhism	2.97	44.00	0.71
Hinduism	2.92	62.00	0.57
Islam	2.87	106.00	0.63
Any other region	2.96	48.00	0.57

Language			
Arabic	2.88	57.00	0.53
English	2.90	40.00	0.57
Tamil	2.91	77.00	0.61
Any other language	2.89	34.00	0.63
Sinhalese	3.00	52.00	0.75

Table 33 Reveals Workers' Psychographics and POS

5.4.2. 1The Moderating Effect of Religion on POS and its impact

The critical examination on religion, language and culture, and how they influence workers work outcomes and other closely related outcomes are long recognised in both organizational and social science literature (Eisenberger, 2002; Gyekye and Salminen, 2009; Brougham and Haar, 2013; Mirjam, 2014). As good as the demographics moderator variables the socio-cultural variables (religion) also showed a dependable moderated influence on employees work outcomes. The next table discusses the differences in employees' work outcomes recognised in the ITO sector due to various religious contexts (see table-34). As previously stated AMOS did not generate values for Buddhism due to limited responses from the sample (limited sample size).

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
	Buddhism	0.30	0.24	0.18	0.17	0.55	- 0.27
Step 2	Hinduism	0.68	0.20	0.24	0.12	0.84	- 1.06
	Islam	0.35	0. 43	0.30	0.27	0.38	0.10
	Any other religion	-	-	-	-	-	-

Table 34 Specifies the Moderated Influence of Religion on Employees Work Outcomes

The moderating relationship between the religion and POS was found notably significant (β=0.68, P=0.001) for religion-Hinduism. It indicates from a religious perspective, specifically in ITO both across Sri Lanka and UAE Hinduism induces the knowledge workers to express a relatively higher level of supportive perceptions. Islam disclosed moderated supportive perceptions among ITO workers. Interestingly, Hinduism religion had a very high positive significant impact on PM (β = 0.84, P= 0.03) and the negative impact on TOI (β =-1.06, P= 0.12). However, it was found Hinduism diminishes the citizenship behaviour by a modest margin. In order to statistically validate the moderated impact of POS in a religious context, the researcher standardized the values of POS and religion. The analysis results reveal that the religion had a statistically conclusive moderation influence on both JS and OCB, relative to the other employees work outcomes (i.e. see table 35). In both cases, religions have negative influences on employees work outcomes. Further, the researcher generated the plotting graphical representation in order to develop further interpretation (i.e. see figure 30).

		Interaction Effect	Moderation Effect on Outcome variables using Z score				
			JS	IRP	OCB	PM	TOI
	Variable	Value	β	β	β	β	β
Step 1	POS X FO	-0.01 (Step 1 <→Step2)					
Step 2	RELIGION	0.00 (Step 2 <→Step3)			* -0.15		
Step 3	INTER RELIGION X POS X FO	-.02 (Step 3 <→Step1)	* -0.12				

N= 260, Note † = Marginal, *= p < .05, **= p < .01, *** = p < .001

Table 35 Indicates the Moderated Influence of Religion on JS and OCB

The below assimilated plotted diagram indicates, how high religion stimulates the impact of POS on OCB. The plotted diagram indicates that ITO workers who embraced high

religion (based on numbering used- Buddhism or Hinduism) showed relatively less OCB compared to the high POS and low religions (based on numbering used- Islam and any other religion) workers. The fit indices was identified to have remained at $((x2) = 22.14, DF = 19,$ RMSEA =0.037, CFI=0.71, GFI=0.97, AGFI= 0.95, (x2)/DF=1.16 and p=0.277).
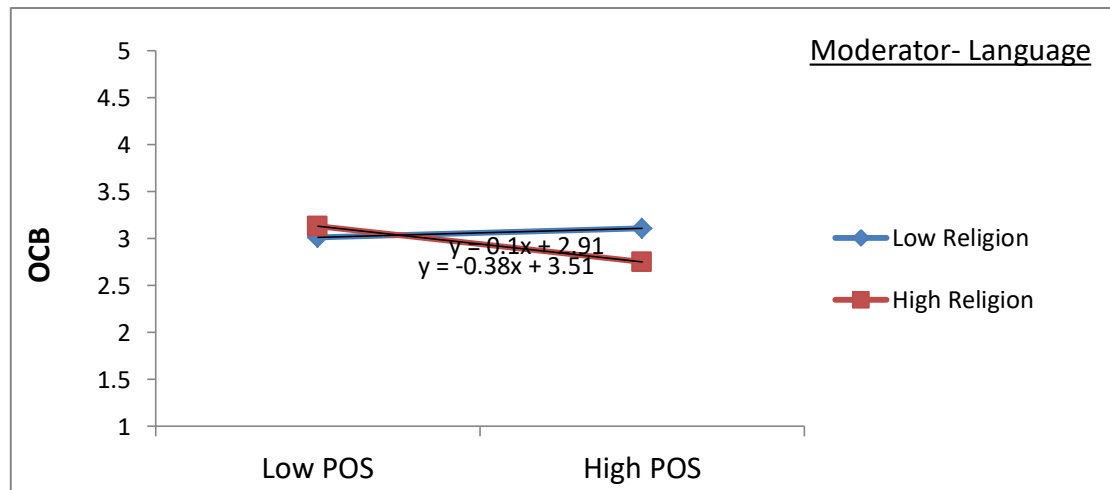
Low Religion= Buddhism,   High Religion=Islam

Figure 29 Exhibits the Plotted Moderated Influence of Religion role on OCB

5.4.2.2 The Moderating Effect of Language on POS and its impact

The moderating impact of the language on POS also revealed an interesting behavioural pattern. The highest moderated positive impact of POS was observed in the language specifically on PM (β =0.74, P= 0.003). In contrast, the highest negative moderated influence of POS incurred on the TOI (β = -0.47, P=0.12). Though Arabic as a language had a very significant but negative impact on TOI, it was statistically not significant. The language Tamil also was seen within proximity to Arabic in terms of moderating the organizational support of POS on TOI.

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Step 1	POS	0.23	0.22	0.12	0.27	0.26	- 0.19

	Arabic	0.21	0.09	0.22	0.19	0.18	-0.66
	English	0.43	0.22	0. 00	- 0.15	0.56	- 0.28
Step 2	Tamil	0.55	0. 33	0.47	0.27	0.74	- 0.47
	Singhalese	0.00	0.08	- 0.10	-0.19	-0.11	0.03

Table 36 Specifies the Moderated Impact Language of POS on Employees Work Outcomes

This phenomenon is possibly an indication that when knowledge workers are enabled to comfortably communicate in their regional language, they express themselves into various work outcomes. Arguably, the workers who speak language Tamil expressed a greater supportive perception not only at the global level but also on the employees' work outcomes. However, although English is spoken as a language among the knowledge workers it is spoken as an international language beyond the borders, thus, the scope for the workers' contextual backgrounds is relatively broad, this may have a say on expressing the supportive perceptions and possibly generating grater work outcomes.

In order to empirically validate the moderated impact of language on POS, the researcher standardized interactions of the variables using the Z score. The statistical value incorporated in the table number 37 as part of analysis indicates that language as a moderate variable significantly influences the impact of POS on JS and IRP. Further, the empirically feasible moderation was observed in JS, IRP and OCB. However, in order to develop a further understanding the researcher plotted the moderated impact of POS as a diagram (i.e, refer to diagram 30).

			Moderation Effect on Outcome variables using Z score				
		Interaction Effect	JS	IRP	OCB	PM	TOI
	Variable	Value	β	β	β	β	β
Step 1	POS X FO	-0.04 (Step 1 <→Step2)			† 0.06		

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Step 2	LANGUAGE	0.08 (Step 2 <→Step3)					
Step 3	INTER LANGAGE X POS X FO	-.09 (Step 3 <→Step1)	† 0.09	* 0.12			

N= 260, Note † = Marginal, *= $p < .05$, **= $p < .01$, *** = $p < .001$

Table 37 Demonstrates the Moderated Impact of POS on JS, IRP and OCB

As stated, the empirical relationship between the moderated impact of POS (language) and its impact on IRP revealed a very mild difference. However, it was statistically significant ($p<0.05$). The diagram reveals employees who exhibit a higher level of organizational support and speak the low language (based on numbering used in this research- Arabic and English) showed fairly high IRP compared to the high POS and high language (based on numbering used in this research-any other language and Singhalese) workers. The fit indices were found to have these values (x2 = 21.78, DF = 15, RMSEA =0.042, CFI=0.71, GFI=0.97, AGFI= 0.94, (x2)/DF=1.16 and p=0.113).
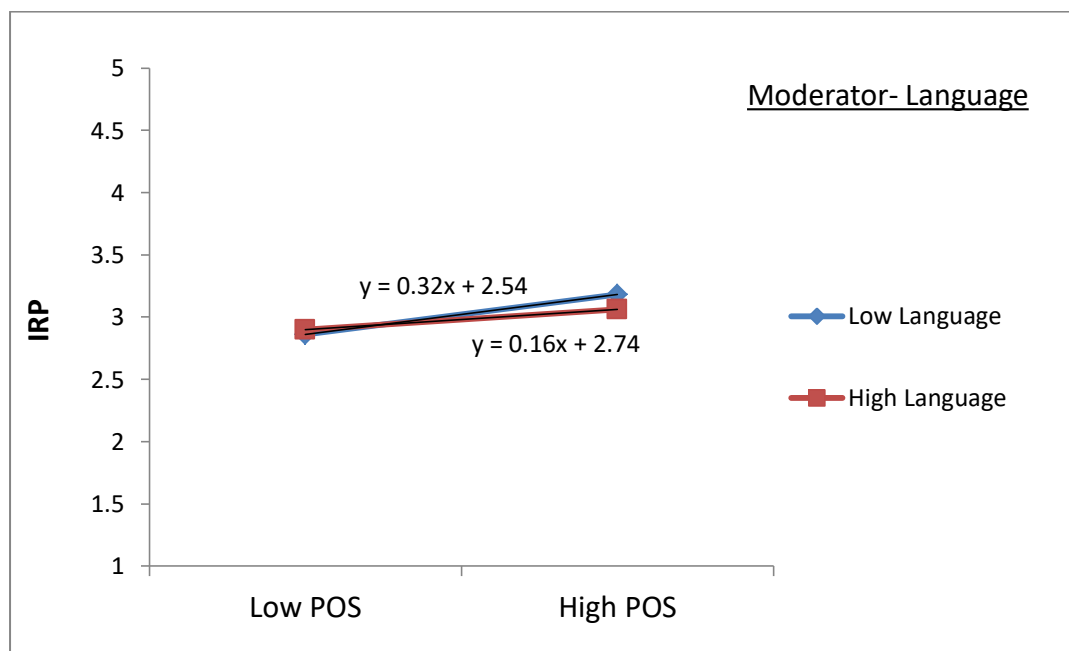
Low Language= Arabic,   High Language=Singhalese

Figure 30 Exhibits the Plotted Moderated Influence of Language on IRP

5.4.3 Comparative View – The Common Differences of Variables in Sri Lanka and UAE

It was evident in this research that POS impacted the employees work outcomes in a distinct manner, but not limited to demographic (Gyekye and Salminen, 2009), socio-cultural context(Rhoades and Eisenberger, 2002) and sample size- SL and UAE (Liu, 2004). As far as this research was concerned, the hypothesis testing using SEM revealed, the unique differences were caused due to (a) moderation and (b) mediation. Thus, it is important to state and highlight the similarities about the impact of POS for comparative purposes. Based on this notion, the researcher developed conclusion and recommendations (i.e see table 38).

		Predictor Variable	Outcome variables				
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β
Global	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
SL	POS	0.13	0.25	0.31	0.43	0.46	-0.29
UAE	POS	0.47	0.18	0.08	0.03	0.63	- 0.25

Table 38 Specifies the Differences in How POS Impacts the Employees Work Outcomes

5.5 Results of Mediating Mechanism of POS (The Overall Impact of POS on Felt Obligation)

It was identified that the overall impact of the POS on the mediating variable (FO) was not stable across both global and local levels. However, it was recognized via the hypothesis testing, using alternative models (refer to figure 20 and 21) felt obligation mediates the impact of POS specifically on JS, IRP, and OCB significantly. However, the degree of mediation differs based on the significance as captured in table number 39.

Independent to Dependent Variable	Independent Variable to Mediator (POS)	Mediator Variable (FO)	Dependent Variables (JS, IRP & OCB	Probability	Outcome
POS→JS	POS→ FO	FO→ JS	Job Satisfaction		
β = 0.05	β = 0.23	β = 0.20		P= 0.013	Partial mediation
POS→IRP	POS→ FO	FO→ IRP	In Role Performance		
β = 0.39	β = 0.30	β = 0.11		P= 0.017	Partial Mediation
POS→OCB	POS→ FO	FO→ OCB	Organizational Citizenship behaviour		
β = 0.12	β = 0.22	β = 0.24		P= 0.014	Partial Mediation

Table 39 Exhibits the Mediating Nature of Felt Obligation

5.6 Conclusion of the Chapter

This chapter provides the empirical test results from the structural equation analysis and tested the hypotheses in isolation in accordance with the research study. The researcher also presented the comparative view of the moderation and the mediation mechanisms of POS. The test results indicated that predicted relationships by the Hypothesis were supported with the few exceptions. The subsequent sections provide a unit of detailed discussion of the test results followed by the limitations and direction of future research.

5.6.1 Mind Mapping of Chapter Five

The following diagram illustrates the high-level summary of chapter 5, relationships among hypothesized variables, hypothesis testing and data analysis.
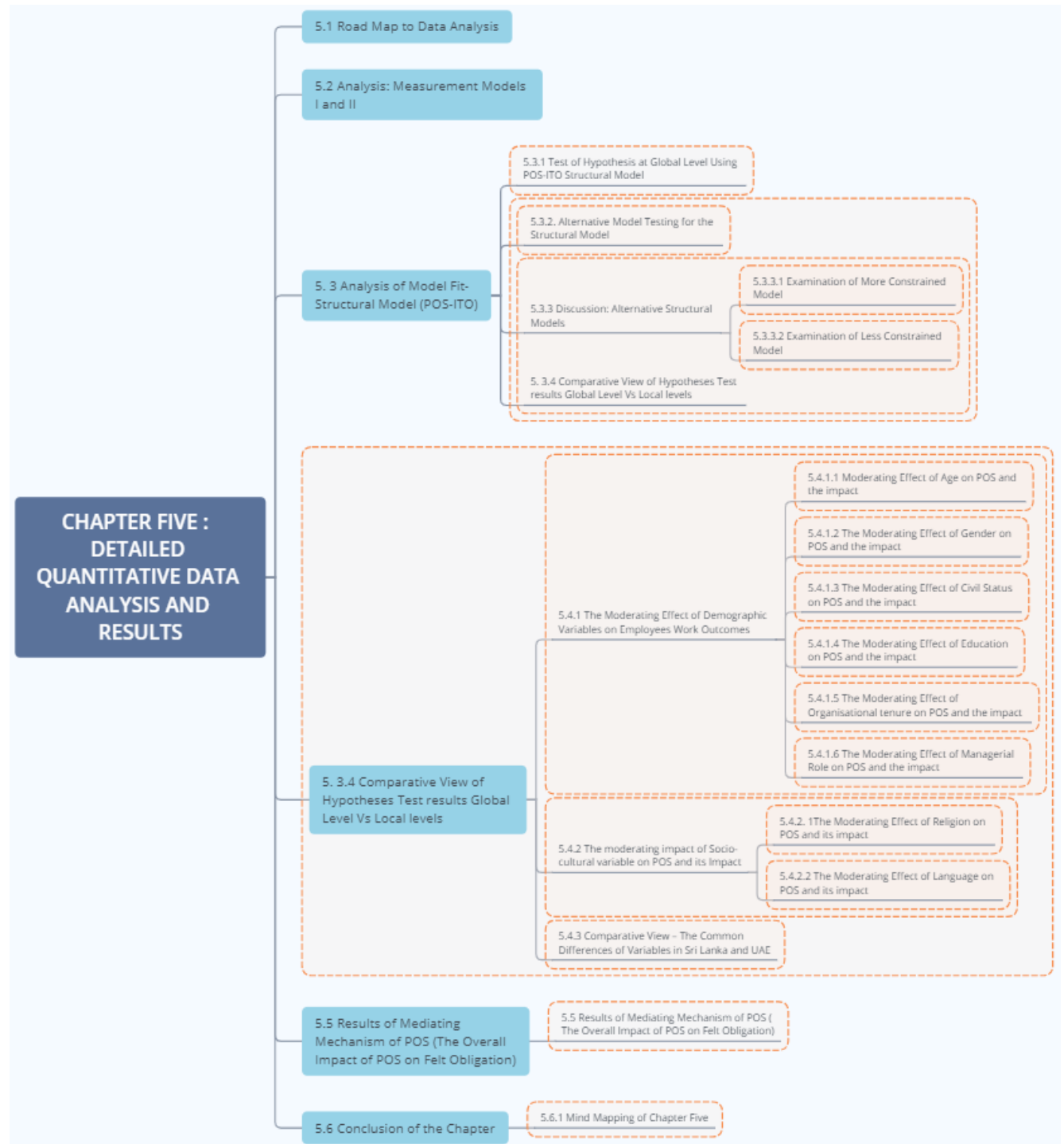

Figure 31 Establishes the Mind Mapping of Data Analysis Chapter

CHAPTER SIX
INTERPRETATION AND DISCUSSION OF RESEARCH FINDINGS

This chapter analyses and interprets the results presented in detail in the previous chapter. When interpreting and discussing the data, the researcher links the key themes and theoretical constructs that are relevant to the discussion, in order to emphasize the key themes, theoretical models, and applications that emerged from his research, specifically to the POS-ITO literature. The analysis, especially in chapter 5 is quite complex, so this chapter attempts to synthesise the key findings in chapter 5.

This chapter is divided into four sections. The first section demonstrates how POS as an organizational phenomenon (reciprocity) could be used for managerial implications or developing a reliable decision support system to regulate the organizational oriented employees work outcomes (i.e section 6.1). The second section shows how antecedents of POS, drawn from the literature informed the CFA that was carried out (i.e section 6.2). The third section discusses the impact of POS on knowledge workers' work outcomes, utilizing SEM (i.e section 6.3). The fourth section critically examines the impact of the moderating and mediating on POS. Finally, the researcher presents the role of demographic and socio-cultural variables in the ITO context (i.e section 6.5).

The research approach described in the thesis integrates organizational, management, and psychological literature into a POS-ITO model evaluating their direct and indirect influence on employees' work outcomes. This approach is directed at answering the overarching research question of how POS impacts the employees' work outcomes in an Information Technology Offshoring (ITO) context.

The examiners considered that it would be useful to provide a simplified summary and interpretation of the path diagram and empirical results of the research. The table incorporated in the next page (i.e table no 43) is my response to the examiners' suggestion. It is equally important to highlight the significant observations of the researcher (formal presentation of measurements and structural model).

- Observation 1: Organization refers to many organizations.

- Observation 2: POS appears as the independent latent variable in measurement model-I.
- Observation 3: Felt obligation appears as the dependent latent variables in measurement model –II.
- Observation 4: POS and FO (the combination) are used as the proxy to integrate the outcome variables (employees' work outcome).

In social and economic analysis, collective variables such as POS and FO are often significant but unobservable unless they are identifiable by structural models. SEM as a methodology is a model that enables a causal relationship to be identified involving estimated measures of otherwise unobserved latent variables.

6.1 The managerial Implications of POS

The template developed (incorporated in the next page) to discuss the managerial implication of POS are supportive of organizational support theory. The process integrates antecedents of POS, POS itself and consequence of POS are distinctive and evidently specified by the previous organizational support models, it lay the fundamental basis for developing decision making support systems for evaluating and elaborating employer-employees oriented work outcomes.

If discussion and interpretation are to be practically useful for managers, the examination committee suggested that the research findings would be more useful to managers if they would express in terms that they would find more amenable, than rather technical sections above. In managerial terms, the results of the investigation fall into the category of a decision support system set out in the table below. In the remainder of the chapter, every effort is made to achieve this.

A management orientated summary of findings is contained in the decision support frame work in table below (i.e table no 42).

No	Variables and parameters of measurements and structural equation models.	Findings presented as a summary decision support system for ITO managers
1	Antecedents of Perceived Organizational Support (POS) (Organizational Fairness (OF), Supervisor Support (SS), and Pay level satisfaction (PLS))	a) Organizational support practices (POS) are valued by the employees as the organizational assurance they provide enables employees to carry out their work effectively and efficiently, and to deal with stressful situations. b) The adoption of POS needs to be adapted to the socio-emotional needs of workers in a particular region (i.e socio-emotional need of workers in emerging economies differs from outsourcee workers in developed economies. c) In the Information Technology Offshoring (ITO) employees value organizational fairness, supervisors support and pay level satisfaction as key elements of POS. d) These key elements appear to engender emotional commitment that enhances their quality of their work and reduces their turnover intentions. e) Priority with respect to the organizational support varies according to demographic and socio-cultural variables including age, gender, and civil status, length of service in an organization, their level of education, religion and language. This is discussed extensively in the following chapters. f) In general, priorities seem to fit in nicely with the Maslow hierarchies.
2	Common Factors in United Arab Emirates (UAE) and Sri Lanka (SL) - OF	a) Organizational fairness was seen in the sample as the highest contributing factor to POS. b) This is interpreted as an indication that ITO employees value the impartiality in organizational policies and procedures. Impartiality in POS includes fair distribution of organizational resources and transparency. c) Supervisors support was found as the second most contributing factor in POS. Supervisor support is seen as an indication that organizations take ITO employees seriously. Supervisors can make important

3	Distinguishing Factors in UAE	contributions to helping ITO employees deal with challenging situations, stress and tight deadlines. d) Pay level satisfaction was the least contributing factor to POS. The difference of significance was marginal compared to the contribution of supervisors support. More detailed analysis seems to indicate that ITO workers are comparatively well paid, and the basic socio-emotional needs provided by their compensation in monetary terms means that the lower levels of Maslow's hierarchy have been met.
4	Distinguishing Factors in SL	e) In the sample organizational fairness is the highest contributing factor to POS. However, there was a marginal difference between its importance between Sri Lanka and the UAE. Although marginal the difference may indicate higher pay levels in the UAE. f) The study was limited to two countries. Further investigation of emerging economies is needed before the point above is generalised.
5	Supervisor Support (SS) and Pay level satisfaction (PLS)	(a) In the global level of ITO (UAE and SL), it was found both the antecedents were marginally equally contributing towards the development of perceived organizational support.
6	POS as an indication of obligation and commitment in ITO	(a) POS brings a sense of obligation by ITO workers to organizations' goals. Perhaps, it helps to align workers personal goals with the organizations 'goals. In the ITO to the extent to which employees perceive their organization appreciates and values their contribution, they tend to identify themselves closely with the organizational objectives. (b) POS is a significant latent variable that governs employees work outcomes (note that the assumption that perceptions of outcomes by employees were assumed to be positively correlated with independently derived measures. In the later chapters, the researchers attempt to check the validity of this assumption). (c) In the ITO companies, employees identify with their work organizations to the extent to which the work contributions are valued and appreciated. Appreciation is embedded in the (independent) latent variable POS. (d) POS act as a proxy (latent variable) between the organizational supports

		practices in turn; it predicts employees work outcomes.
		(e) Job satisfaction, in-role performance, organizational citizenship behaviour and positive mood were positively associated with the POS.
		(f) POS was inversely associated with the employees' turnover intention.
7	Felt Obligation (FO)	(a) The impact of POS is both indirect and direct. It has an indirect effect, mediated by FO on job satisfaction, in-role performance and organizational citizenship behaviour. Therefore, emotional commitment significantly enhances the impact of POS.
		(b) The POS has a direct effect on positive mood and reduces turnover intentions by employees. This phenomenon describes that certain employees work outcome do not require emotional commitment (felt obligation).
		(c) Felt obligation describes the level of voluntary involvement of employees to the organization in terms of adopting the organizational support practices without any external pressure (reciprocity norms and the attributional process).
		(d) The direction of the causality in this relationship of felt obligation is from POS→FO→employees work outcomes.
8	Job Satisfaction (JS)	(a) POS has a positive influence on employees' JS.
		(b) The influence of POS on JS was moderated by demographic and socio-cultural variables.
		(c) Relatively, SL as an emerging economy is less developed than the UAE in terms of income, job security and wealth. SL is lower on the Maslow pyramid. JS is prioritised in SL, whereas in the UAE emotional aspect such as positive mood ranked more highly.
		(d) Felt obligation considerably mediates the influence on POS on job satisfaction in both UAE and SL.
9	In Role Performance (IRP)	(a) POS was found to have a positive association and influence on IRP.
		(b) Felt obligation mediates the influence of POS on IRP.
		(c) Employees consider IRP as a critical measure of the quality of their work.
		(d) In role is considered to be a core skill.
		(e) Comparatively, IRP was valued more highly in Sri Lanka. There is a

		bigger pool of ITO workers in Sri Lanka, hence more competition for jobs, and a greater relative focus and on IRP.
		(f) A larger pool of qualified workers in Sri Lanka gives that country a relative cost advantage.
10	Organizational Citizenship Behaviour (OCB)	(a) ITO workers consider that OCB gives them a sense of belonging to their work organization.
		(b) POS was found to have a positive connection and impact on OCB.
		(c) OCB is considered instrumental in employees' work creativity.
		(d) Felt obligation mediates the influence of POS on OCB.
11	Positive Mood (PM)	(a) POS was significant in creating a positive mood (general state of mind).
		(b) Positive mood ranks more highly in the UAE as compared to Sri Lanka. Possibly, this reflects the higher position of UAE on the Maslow pyramid.
		(c) The influence of POS on PM is not mediated by felt obligation, i.e it has a direct impact. POS itself does not generate a sense of obligation. Other independent variables contribute to the impact of POS on felt-obligation.
12	Turnover Intention (TOI)	(a) POS was found to have a negative relationship with the ITO employees' TOI (reduces the intention to quit).
		(b) The inverse relationship between POS and TOI was marginally stronger in Sri Lanka relative to the UAE. The bigger pool of qualified employees and greater competition for jobs reduces the intention to quit.
13	The role of demographic variables	(a) The influence of POS on employees work outcome was moderated by demographic parameters of UAE and SL.
14	Distinguishing factors	(b) Senior workers, married workers, female workers, higher educated workers, long-tenured workers and managerial workers expressed greater organizational support.
		(c) Female workers expressed greater supportive perceptions.
15	The role of socio-cultural variable	(a) The impact of POS on employees work outcome was moderated by the socio-cultural parameters of ITO.
		(b) Workers who claimed affiliations to a particular religion demonstrated higher perceptions of organizational support compared to workers who

16	Distinguishing factors	did not.
		(c) Particularly in SL, local Hindu workers demonstrated relatively high appreciations of positive organisational support.
		(d) English speaking workers expressed high appreciations of POS collectively in SL and UAE. This reinforces the conclusion that the global language in offshoring is English.
17	POS-ITO Model	(a) The propositions of POS in the CFA literature are sensitive to the volatility of workers business environment. The greater the volatility, the less reliable are the propositions.

Table 40 Demonstrates the Managerial Implications of POS

(Summarised in the table and elaborated in the later chapters. Opportunities for further research are also indicated later)

More detailed summary in technical terms is contained in the remainder of the chapter. The decision support framework incorporates,

(a) The technical analysis described in the thesis at length.

(b) Supplemented by the researcher's experience in the ITO industry.

As far as possible, I have attempted to distinguish clearly, what is attributable to (a) above and what is attributed by (b). Based on the reciprocity and attributional process of POS the researcher develops a template for managerial workers which shed light on the POS-oriented approaches that assure organizational oriented employees work outcomes.

6.2 Summary of Organizational Practices as Antecedents of POS

This section includes the key findings derived from the analysis of the results (i.e., chapter 5). The subsections critically examine distinct organizational support practices as antecedents of POS based on the research findings. The table incorporated in the next page summarizes the hypotheses were tested using SEM and it results. Refer to sections 6.2.1.1 and 6.2.1.2 for the details view.

Antecedents of POS			
H1	(a) Organizational fairness, (b) supervisor support and (c) pay level satisfaction are positively associated with workers' POS level.		
H 1.1	Organizational fairness is positively related to the level of employees' POS.		
H 1.2	Supervisor support is positively associated with employees' POS level.		
H 1.3	Pay level satisfaction is positively related to the extent to which workers develop organizational support.		

Concerning the hypotheses from H1.1- H1.3, the null hypotheses are H01.1 to H01.3 that indicates there is no relationship. The table illustrates that hypotheses are found with significance relationship, thus the null hypotheses are rejected.

Global ITO level			
Antecedents of POS	Individual (β =value)	Individual (p =value)	Significance
OF	0.15	0.10	Marginal
SS	0.13	0.19	Marginal
PLS	0.13	0.19	Marginal
Sri Lanka ITO level			
OF	0.18	0.16	Marginal
SS	0.19	0.16	Marginal
PLS	0.29	0.02	Highly
UAE ITO level			
OF	0.16	0.25	Marginal
SS	0.04	0.75	Not significance
PLS	-0.09	0.53	Not significance

The chi-square value (x2) = 550.87, DF =480.00, RMSEA=0.02, CFI= 0.95, GFI= 9.00, and TLI=0.94.

Table 41 captures the hypothesized relationship of antecedents of POS and Its outcomes both at global and local levels

6.2.1 Antecedents of POS Global Perspectives- Information Technology Offshoring

OST holds (Eisenberger et al., 1986) organizational practices establish recognition of employees' contribution and care for employees' well-being lead to an adequate level of POS among workers. Hence, the impartial organizational practices such as organizational fairness is a strategic channel that organizations can rely upon to develop treating employees proactively, in turn, organizational fairness would contribute to the formation of POS. Overall, this specific statistical proposition (organizational fairness-perceived organizational support) was supported via the structural equation modelling results, Please refer to table 18.

In this dissertation, organizational fairness was hypothesised as one of the primary antecedents of POS, in turn; it would contribute to the assessment of organizational support among the knowledge workers. Further, it was identified that relative to the other antecedents OF-POS channel showed as the strongest, positive but significant relationship, when considered alone (Eisenberger et al., 2001; Herda and Lavelle, 2011; Rhoades and Eisenberger, 2002). The research's result proposes that in examining the extent to which ITO organizations offer fairness support for its knowledge workers, the knowledge workers are likely to reflect the level of fairness support they receive, although it appears that the fairness satisfaction was performing the most critical role in impacting their decision on organizational support. A meta-analysis review on POS and its impact performed by Rhoades and Eisenberger in 2002 validated the very same phenomenon, it indicated that OF was the strongest antecedent among various factors which had contributed positively to the development of organization support. Further, the very meta-analysis review considered the data collected from insurance, airline and leisure industries. Thus, this may be an indication that fairness practices make a dependable contribution to develop perceived organizational support irrespective of the industries.

Consistent with the results of a few previous researches (Eisenberger et al., 2001; Herda and Lavelle, 2011; Rhoades and Eisenberger, 2002), in this research study, the perception of organizational fairness was established to have a positive significant influence on POS. Thus, this research study's finding proposes that those ITO organizations, which afford knowledge workers with supervisors support to extend and build their work-career prospect, which help workers for their career growth, are expected to be seen as desirable,

caring and impact their well-being. Thus, hypothesis 1.1 is valid and applicable to the global ITO context.

The relationship between organizational fairness to organizational support also possibly describes that the knowledge workers believe and expect their work organization to voluntarily go beyond meeting their basic needs to prove or exhibit the support. This phenomenon possibly is true for the offshoring knowledge workers as their participation, in this comparative research , and who are comparatively well paid IT offshoring professionals for whom other organizational factors induce the organizational support other than the pay level, such as impartial practices which enable them to grab growth career opportunities, probably recognitions and reward, may be important (Aselage, and Eisenberger, 2003; Rhoades and Eisenberger, 2002).

The supervisor support was found to have the 2nd strongest association towards the development of POS among the knowledge workers (SS $\rightarrow$ POS). Specifically, even though there was a positive connection between the extents to which the knowledge workers were satisfied with their level of supervisor support and the organizational support, it was found that the development of POS was marginally significant. This dependable empirical result validates that the knowledge workers are likely to consider the supervisor support as a realistic support practice they receive from their work organizations. One explanation for the 2nd strongest impact that can be presented is due to rapid technological changes in the ITO industry, specifically the tactical level and the low-level workers need timely advice and direction from their superiors, in regular intervals, to deliver their work deliveries (mentor-mentee/coaching is a commonly observed support across the ITO) as per the contractual agreement. Consistent with the prediction of hypothesis 1.2 supervisors support had a significant impact on the formation of POS, thus, the technical relationship projected by the hypothesis 1.2 is dependable in the global ITO.

Supervisor support is one of the key mechanisms in which organizations can develop employee belief that their work organization recognizes their contribution and concern about their well-being (Bartol, 2007; Aselage, and Eisenberger, 2003; Rhoades and Eisenberger, 2002). The empirical association between the SS and POS was found the second strongest contributor when considered in isolation. As anticipated, the impact was positive but marginally significant (high) compared to the pay level satisfaction on POS. The findings of

both these variables indicate that degree of support provided by the supervisor is critical for the knowledge workers to actively carry out their work. It also possibly points to the importance that in the ITO, the knowledge workers value the supervisor support as an important mean of organizational support irrespective of whether the supervisor support comes as the results of organizations' genuine intention or not.

Although the relationship between the SS and POS is not relatively new in organizational research, it should be emphasized that this research study views the SS as an indicator reflecting the organizations' reediness to value employees' contribution, unlike a dedicated human resource practice perspective. Because, while the organizations have effective human resource policies that regulate the execution of human resource practices, supervisors are often in charge of determining the degree of support required for knowledge workers, resources and time. It is unlikely to determine the adequate supervisory support requirements aimed at a particular subordinate role. Also, the amount of SS required for knowledge workers differs a lot based on their capacity and characteristics of workers (Rhoades and Eisenberger, 2002). Thus the quality of this exchange relationship between the supervisor and the subordinate seems to be critical in designing and implementing organizational or HR practices that contribute to the employees' perception of organizational support (Rhoades and Eisenberger, 2002; Bartol, 2007; Liu, 2004). However, they stress the importance of adapting HR-related organizational support practices aiming at enhancing POS.

Pay level satisfaction was found to have a positive and marginally significant relationship with the POS. This empirical influence was as good as the supervisors support on organizational support (SS →POS). Though, pay level satisfaction was an empirical antecedent of POS, it was not playing the most primary role in impacting the knowledge workers behavioural work outcomes as good as the fairness practice. One useful explanation that could be given to this modest impact is the need for hierarchical perspective. That is, irrespective of the managerial role of the workers, the workers are likely to consider the pay level as their fundamental need, which they want to full-fill regularly (Guterman and Alderfer, 1974; Maslow, 1954). Also, the very same phenomenon was reflected in previous research conducted among IT workers objectively understanding the impact of HR practices on POS (Liu, 2014). As expected, it was found; the hypothesis 1.3 forecasted that the positive

interaction between satisfactions generated via pay level and POS was found to be valid, at the global level ITO.

6.2.1.1 Antecedents of POS from a Local Perspective: Information Technology Offshoring in Sri Lanka.

It is highlighted that the significant association of OF-POS channel was relatively high in Sri Lanka relative to UAE. However, it was not the highest in terms of the causing impact as an antecedent of organizational support considered in this research. It was found that (OF →POS) made the least contribution compared to the other two antecedents (SS and PLS). One justifiable explanation that can be given is in Sri Lanka companies adopt arguably one organizational standard for fairness practices while distributing resources and providing privileges unlike UAE (Al-Hadhrami, 2013; Stephens, 2009). However, to what extent the resources distributions, sharing information and fairness of organizational practices are realistically adopted by the human resource management is questionable in ITO or yet to be investigated. However, this phenomenon may be realistic for the offshoring employees (the research participants) in this research who are comparatively highly salaried (demand factor) for their white colour jobs for whom other factors other than pay (fairness in this case) may be important.

Further, an alternative and valid explanation that can be presented for the surplus impact of organizational fairness on perceived organizational support specifically in Sri Lanka is that the major population participated in the research study belongs to lower and tactical levels. They may believe that fairness practices organizations exhibit towards them are critical towards their career progression (towards the upper hierarchical level).

The third possible alternative explanation that could be given to the lowest association is that the research considered the standard (overall) impartial practices of the organization while understanding its impact on POS. Thus, the researcher utilized the scale that was adopted by Ambrose and Schminke in 2009. Obviously, the research emphasizes understanding the standard or overall impact of fairness, thus reflected in the results. It needs to be highlighted that previous researchers used distinct scales to understand the impact of distinct fairness practices and the emphasis was on understanding the individual factors and how it contributed to the organizational fairness individually such as procedural justice,

distributional and social justice (Rhoades and Eisenberger, 2002). However, when you consider the maturity of fairness practices of ITO, arguably it is impossible to measure the individual contributions of unique fairness practices due to human resources practices limitations (EDB, 2016). In this line, further researches may be necessary to understand the individual impacts of a wide range of fairness practices prevalent in the ITO industry of Sri Lanka. As good as the Global ITO, SS recorded the 2nd highest contribution towards the formation of organizational support in Sri Lanka's ITO. This is also an indication that the knowledge workers are still likely to view the supervisor support as the key factor which drives the POS in developing ITO economies.

Interestingly, the pay level satisfaction was found to be the strongest predictor of organizational support which indicates that in the developing economies ITO workers perceive drawing high pay is the most necessary or required form of support they receive from their work organization. As previously indicated, the employees are very likely to view receiving an equitable pay level as a fundamental need. One credible explanation that can be given for this phenomenon is using the basis of hierarchical needs. That is, the ITO employees who receive relatively lower pay levels and have enough challenges in meeting their psychological needs, for them experiencing the pay level satisfaction possibly be superior and significantly contributing factor for developing organizational support (Guterman and Alderfer, 1974; Maslow, 1954; Jain, 2007).

Extending the Hertzberg' two-factor theory (Tan, 2013) into the organizational context, another essential explanation to the PLS-POS relationship can be assumed from the two-factor theoretical perspective (Ghazi, Shahzada, and Khan, 2013). That is, while the desirable pay level remains as the hygiene factor (not as a motivator) it leads to formulating organizational support among the knowledge workers. This is an indication that the organizational support practices don't necessarily need a motivational factor to formulate POS, specifically in a developing country like Sri Lanka.

OST states that favourable reward practices describe an organizations' preparedness to value employees' deliveries to the organizations (Rhoades and Eisenberger, 2002; Eisenberger et al., 1986; Eisenberger, Rhoades and Cameron, 1999), which establishes pay as one of the primary antecedents of POS by the organizational researchers (Aselage, and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Kurtessis, 2014). However, previous

researches have indicated that the isolative impact of the pay level satisfaction on POS diverges according to the industry (Aselage, and Eisenberger, 2003; Rhoades and Eisenberger, 2002) hierarchical positions (Liu, 2004; Bartol, 2007) and the organizational climate (Riggle, 2007).

6.2.1. 2 Antecedents of POS from a Local Perspective: Information Technology Offshoring in UAE.

Unlike Sri Lanka, in UAE, how antecedent of POS positively contributed discloses a clear disparity. As anticipated, organizational fairness was found to be the highest, positive and significant contributor to the formation of organizational support. One dependable articulation can be given for this phenomenon, that is, unlike the other countries, UAE objectively adopts two distinguished systems (one for domestic UAE workers and one for expatriates) so to what extent the fairness practices are applied is questionable from an organizational standard perspective. On this notion, meeting the organizational fairness need significantly may contribute to the formation of organizational support, as 70% of the ITO workers in UAE are expatriates (Al-Hadhrami, 2013; Al-Khazraji, 2009; Vodanovich, Urquhart and Shakir, 2010; Marchon, and Toledo, 2014; Stephens, 2009)

As indicated, UAE adopts super beneficial fair practice norms only for locals (which are not limited to but explicitly reflected on the level of pay, resources and favourable policies and procedure exhibited by the ITO companies towards the domestic workers). Although it is an equitable norm as per the UAE standards, expatriates may feel they are not relatively benefited by luxury standards set for locals (European University Institute and Gulf Research Centre, 2015; Vodanovich, Urquhart and Shakir, 2010; Stephens, 2009). This brings an interesting insight about the development of POS, which is, the formation and the impact of POS is not only contingent on the context but also could be dependent upon to the extent to which their hierarchical needs are satisfied.

It needs to be highlighted that in organizational research supervisor support is described as high-performance practice because this practice can bring wide ranges of potential benefits specifically to the employees but not limited to improving their knowledge, skills and abilities (Delaney and Huselid, 1996). However, organizations view supervisory

support as a mean of investment on employees (Snell and Dean, 1992). In this research, it was evident (ontological stance) that SS is a viable, implementable and necessary practice to form POS, at global level, among knowledge workers. Thus, any HR practice that promotes the efficacy of SS needs to be facilitated in the ITO. However, SS→POS was found to have the second strongest positive impact but very marginal. One of the reasons can be, that is, specifically in the UAE, the managerial workers are generally the locals (generally due to their local status and not based on the skills, but they draw better perks than the foreigners) who are arguably less skilled when it comes to specific technical skillsets, unlike the expatriates. Thus, it is possible in UAE, the expatriates may believe not to expect SS from their superiors when it specifically comes to work-related technical support. Thus, it is very likely for ITO workers to consider SS as a less priority (Carmel and Tjia, 2005; Pisani and Ricart, 2016).

It was identified that the pay level satisfaction is the third significant contributor to the formation of POS in the UAE. Although, both in global and Sri Lanka ITOs, it contributed positively to the development of POS, interestingly, it disclosed a negative relationship in UAE, but it was marginally significant. In this research, it was hypothesized that the pay level satisfaction as organizational human resource practice would contribute to the development of organizational support among the knowledge workers (refer, i.e, section 3.5), in the case of UAE it was not. As stated previously, this phenomenon may be unique to the participants involved in this study, because they (both local and expatriates) are arguably well paid IT professionals who do white colour jobs (Carmel and Tjia, 2005; Pisani and Ricart, 2016; Liu, 2004). Thus, meeting their fundamental needs of drawing a competitive salary scale is already met. Or in other words, it is possible for the employees to have high salaries and not having any problems in meeting their psychological fundamental needs. Hence, PLS may not be a significant factor contributing to their perception of their organizational support (Tan, 2013).

One alternative explanation for the fringe relationship between PLS →POS can be offered again from the hierarchical perspective (Guterman and Alderfer, 1974; Maslow, 1954). That is, pay levels satisfy the employees' psychological needs, which are lower-level needs. Once the pay level need has been satisfied, the employees want the organization to go beyond the pay level point (as an individual component) to retain the adequate level of satisfaction. Retaining desirable level of satisfaction may be possible by consistently

enhancing the monetary rewards with the pay (Aselage, and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Liu, 2004; Bartol, 2007). Perhaps, the process has its own challenges too.

Although it seems that PLS is not playing the most significant role in UAE, a researcher may argue that still knowledge workers are likely to consider (i.e, less paid workers) level of pay from their organization as support. Thus, in the ITO pay level continues to remain as a valid antecedent of POS. One unique explanation to the valid organizational support generated via the pay level is that workers objectively join ITO to draw high range salaries, thus, they readily value the pay level as the degree of respect given to them.

An unconventional alternative explanation for the marginal relationship or the association between the PLS and POS can be, the pay level satisfaction may not solely represent the overall importance of the compensation practices embraced by the ITO organizations for the development of POS. Previous research findings (Rhoades and Eisenberger, 2002) indicated that the pay level satisfaction is a collective phenomenon but not only limited to the pay component itself. Such variables comprise of pay itself (Miceli and Mulvey, 2000), general organizational rewards (Eisenberger et al., 2001) and training (Rhoades and Eisenberger, 2002). Hence the researcher would like to highlight that the accumulated impact of pay on POS was not captured in this research scope, instead, this research focuses on empirically understanding the similarities and differences of pay level (pay itself) on POS. While the researcher utilized the pay level satisfaction as the sole measure in this research to measure the knowledge workers perception about the pay practices of the ITO organizations, it is realistic to describe that the extent to which ITO workers are satisfied with their level of pay might not completely specify how workers develop perception around the pay they draw (Rhoades and Eisenberger, 2002).

6.3 The formation of POS

The validity of POS constructs as to what extent it influences the knowledge workers' work outcomes have been completed. The previous section critically evaluated the effectiveness of organizational fairness, supervisor support and the pay level satisfaction towards the formation of organizational support in ITO context (Barzoki and Rezaei, 2017; Colakoglu, Culha and Atay, 2010; O'Donnell, Jayewardene, and Jayakody, 2010; Donsbach

and Shanock, 2008; Wickramasinghe and Wickramasinghe, 2011; Krishnan and Mary, 2012; Shanock and Eisenberger, 2006). The next sections discuss the detailed view of how POS impacts the employees' work outcomes, moderating and mediating phenomena.

6.3.1 The Impact of Organizational Support and Employees Work Outcomes on Information Technology Offshoring

The following diagram captures the hypotheses and test results about how POS impacts the employees' work outcomes in ITO. Detailed discussions are established after the summary.

	Consequences of POS					
H2	POS is positively related to the workers' level of job satisfaction via felt obligation.					
H3	Employees' POS is positively associated with in-role work performance via felt obligation.					
H4	Employees' POS is linked positively to the level of OCB via felt obligation.					
H5	Employees' POS level is positively associated with employees' positive mood.					
H6	Employees' POS level is inversely related to their turnover intentions.					
H7	POS is positively related to felt obligation, which in turn, mediates the employees' work outcomes.					
Concerning the hypotheses from H2- H7, the null hypotheses are H02 to H07 that indicates there is no relationship. The table illustrates that hypotheses are found with significance relationship, thus the null hypotheses are rejected.						
		Predictor Variable	Outcome variables			
		Felt Obligation	JS	IRP	OCB	PM	TOI
	Variable	β	β	β	β	β	β

Global	POS	0.23	0.22	0.12	0.27	0.26	- 0.19
SL	POS	0.13	0.25	0.31	0.43	0.46	-0.29
UAE	POS	0.47	0.18	0.08	0.03	0.63	- 0.25

Table 42 Demonstrates the Results of Hypothesised Employees' work outcomes both in the global and local levels.

Consistent with hypothesis 2, POS was found to associate positively with job satisfaction on Global, Sri Lanka and UAE levels, in this research. The highest impact was visible in Sri Lanka compared to both global and UAE levels, the lowest impact was recorded in the UAE segment, arguably due to the differences in demographic and socio-cultural parameters (Rhoades and Eisenberger, 2002; Aselage, and Eisenberger, 2003; Gyekye and Salminen, 2009). In this line, the past researches results also indicated a significant positive influence on job satisfaction (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Riggle, 2007; Emerson, 2013; Pattanayak and Chhabra, 2014; Miao and Kim, 2010; Rhoades and Eisenberger, 2002). Hence, in this study, it was statistically validated that in the ITO, employees objectively valued and translated organizational support rendered to them, as respect offered to them to value their contributions towards the work organization. In turn, they produce desirable work outcome-job satisfaction-which is beneficial for both the organization and employees.

Accordance with hypothesis 3, one other employees' work outcome, the in-role performance was found to associate with a positive relationship across all three levels. Specifically, the impact was very low in the UAE segment. On this basis, this research has proven that employees value that the organizational support extended to them as a means to respect their involvement and well-being, they take into account while generating uplifted in role performance in their work. Heighten, in-role work performance is greatly valued and respected by employers as desirable employees work outcomes (Motowidlo and Van Scotter, 1994), which directly associates with economic or monetary value (Webster and Adams, 2009).

Hypothesis 4 predicted that the reciprocity norms of OST revealed that employees who experience high levels of organizational support are likely to show the belongingness (citizenship behaviour) with their work organization (Organ, 1988; (Miao, 2011; Moorman, Blakely and Niehoff, 1998; Muhammad, 2014; Lambert, 2000; Miao, 2011; Muhammad, 2014; Podsakoff et al., 2000). The comparative study's results indicated that POS disclosed a positive and significant impact across global, Sri Lanka and UAE levels. This is an indication that employees' value organizational support given to them as a socio-emotional need and reflects upon the extra-role behaviours, organizational citizenship. It was found that in the UAE segment higher the POS and higher the organizational citizenship behaviour or extra-role performance. Interestingly, in Sri Lanka even though the level of organizational support provided to the knowledge workers was relatively low, however, they still exhibited a high level of OCB compared to the global level. This realistic outcome might be possible in a (high context culture) country like Sri Lanka.

A significant positive impact was identified between the perceived organizational support and positive mood across global, Sri Lanka and UAE segments. Specifically in ITO industries (cost-sensitive locations), retaining the specific mood is viewed as one of the key critical objectives, because of a high level of stress experienced by the employees (Watson, Clark, and Tellegen, 1988; Baker, Zevon and Rounds, 1994; Richardson, et al., 2008). It was found in this research that employees valued perceived organizational support to develop the positive mood. In ITO due to the nature of the work settings employees attached with the cost-sensitive ITO locations work around the clock (generally according to the West time zones) thus, retaining the positive mood among the knowledge workers is critical. As good as the POS and OCB, POS→PM also was found to be highly impacted in UAE relative to the global and Sri Lanka ITOS. This relationship was predicted by hypothesis number 5 in this research.

Based on the OST, organizational support is negatively associated with undesirable employees' work outcomes, in this case, employees turn over intentions ((Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Emerson, 2013). Hypothesis 6 predicted an inverse relationship between POS and TOI of knowledge workers. The research results revealed a negative relationship between POS and TOI across all three levels of ITO segments (global, UAE and Sri Lanka). Hence, it indicates that knowledge workers valued organizational support rendered to them as mean to reward their contributions, in turn, it

negatively influenced undesirable work outcomes for both employees and the organizations (Emerson, 2013; Maertz et al., 2007; Pattanayak and Chhabra, 2014; Wickramasinghe and Wickramasinghe, 2011).

Sri Lanka ITO segment recorded the strongest inverse relationship compared to both global and UAE levels. Unlike any other employees work outcomes, turnover intentions had the grater negative impact both in Sri Lanka and UAE segments compared to the global ITO. One of the possible reasons for the increased and negative turnover intention between POS and TOI in the local levels was possibly due to large size organization operating at cost-sensitive locations (relative cost advantages). It was found in the previous research larger the size of the organization lesser the organizational support (Rhoades and Eisenberger, 2002), thus this very factor may negatively influence the impact of POS on TOI, specifically in the local levels.

Hypothesis 7 projected a positive relationship between organizational support and felt obligation (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 200). It was found to be true in this research study across all three levels (global, Sri Lanka and UAE). On this basis, it is possible to state that employees value organizational support to develop felt obligations. It was recorded that compared to the global level the UAE segment disclosed the strongest felt obligation. One valid explanation can be, almost 70% of the workers of UAE are expatriates, thus, they may attempt to establish a long term relationship with their respective companies, thus, they may disclose a high level of obligation towards their work organization irrespective of their inner state of mind.

6.4 Moderating Effect of Demographic Variables on POS and Its Impact on the Employees' Work Outcomes

In order to examine the role of demographic (age, sex, education, civil status and managerial role) and the socio-cultural parameters (language and religion) as moderator of the relationships between POS and the outcome variables, the researcher used multiple moderated regression analysis approach as recommended by the previous researchers (Bartol, 2007; Eisenberger et al., 2001; Liu, 2004) technically in a similar situation, using AMOS (i.e, please refer section 5.4). Then, the researcher developed a comparative view on global, SL

and UAE information technology offshoring industries to understand the similarities and differentiations (i.e, please refer section 5.4.3 and section 5.4.4). The very approach was also recommended by (Kenny, Kashy, & Bolger, 1998).

The statistical scale score for the predictor variable was mean centred before creating the baseline for interactions Aiken and West (1991). Individual regression analysis was conducted for each outcome variables (employees work outcome) via selected individual POS- demographic/social statistical parameter paths. As recommended by the previous researchers (Bartol, 2007; Eisenberger et al., 2001; Liu, 2004; Cohen and Cohen, 1983) to evaluate the interaction effects, the primary influence of the POS and age were captured into the equation, as the first step and the interaction measures were entered as the second step to identify the ultimate difference or the impact. The table showing the relationship of moderating hierarchical relationship (values of hierarchical regression) are summarised in sections (5.4.1 and 5.4.2). The very same approach was applied individually for a. POS and sex, b. POS and civil status, c. POS and education, d. POS and managerial status, e. POS and religion, f. POS and g. language.

6.4.1 Interpretation of Moderated Impact- Age

In line with hypothesis 8.1, there was a considerable moderating influence of POS on older workers. They expressed more supportive perception compared to the younger workers (i.e, refer to table number 19). This was found to be true across three distinct categories (i.e. 18–29 years, 40–49 years, 50 years and over) and it was significant. On this basis, it is possible to state that POS moderate the impact of POS on the global level (Sri Lanka and UAE), significantly. Interestingly, age category 30-39 exhibited a lesser level of POS. One possible reason could be, this may be the right age category for job migrations (demographic cash cow) (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010; Mitra, 2013; Stephens, 2009), thus might have expressed a lesser level of organizational support, irrespective of the actual organizational support rendered to them.

Age positively moderated the impact of POS on all the employees work outcomes in JS, IRP and PM compared to the global level. However, specifically on OCB it either positively or negatively impacted. POS exhibited very high moderated impact for age

categories (40–49 years, 50 years and over). Interestingly, it disclosed a positive relationship for younger workers but a pattern of diminishing margin. This might be an indication that despite the existence of antecedents of POS, young workers may disclose a desirable attitude to seek out for employment prospect (Rhoades and Eisenberger, 2002).

In order to evaluate the dependability of the interaction effect, the interaction variables were standardized using the using Z scores (i.e. refer to table 22). It was found that the moderated impact of age was found to be significant on specifically In Role performance and positive mood. Further, when the moderated significant impact was plotted above and below 1 standard deviation of POS, it was found that employees who were young and had exhibited high organizational support disclosed high in role performance compared to the older workers who had exhibited a high level of organizational support (i.e, refer to figure number 24).

6.4.2 Interpretation of Moderated Impact - Gender

Contrast to the prediction of hypothesis 8.2, it was identified that the female workers exhibited more supportive perception compared to their male counterparts. Gender had a significant moderated impact specifically on JS, IRP in the female segment. However, the male segment disclosed high moderated impact on employees' work outcomes, specifically on OCB compared to the global level. This phenomenon may be true for the participants who were included in this research (i.e. refer to table 23). However, one credible past research identified that male workers had exhibited more supportive perception than their female counterparts (Gyekye and Salminen, 2009), although the very research was conducted in the mining industry in Africa. Further, the researcher standardised the Z score of the interactions to develop further understanding empirically. It was found that gender marginally moderated the impact on JS, IRP and TOI. Further, when the moderation was plotted for employees' turnover intention, it was found that male counterparts who had exhibited a high level of POS had lesser turnover intention compared to female workers who exhibited high POS level.

6.4.3 Interpretation of Moderated Impact - Civil Status

As anticipated by hypothesis 8.3, it was learnt that married workers disclosed more supportive perception compared to their unmarried counterparts, at a global level. Thus, it was an indication; the civil status moderates the impact of POS on employees work outcomes, uniquely. In this context, the highest moderated impact was found in the married category on JS and unmarried category disclosed the highest positive impact on the positive mood and negative moderated impact on TOI (i.e refer to table 26). In order to develop additional understanding, the researcher standardized the interaction effects and found out that civil status significantly (statistically significant) impacted the two distinguished work outcomes, consecutively, in-role performance and positive mood. Further, a plot diagram indicated that unmarried workers who had exhibited a high level of POS resulted in a high moderated positive mood (i.e refer to diagram 21).

6.4.4 Interpretation of Moderated Impact – Level of Education

In line with the hypothesis 8.4, it was found that the level of education moderates the influence on employees' work outcomes. Master-level educated knowledge workers expressed more supportive perception compared to the graduate level workers. A sizeable difference was recorded. Thus, this result validated that grater the level of education better the interpretation of organizational support. Organizational researches conducted in the past also disclosed a very similar result (Gyekye and Salminen, 2009; Brougham and Haar, 2013). In this research it was identified that the highest positive moderated impact of education was observed on positive mood, the negative was on turn over intentions. Interestingly, for graduate and the master levels, no difference in turnover intention was observed. AMOS did not generate values for doctorate-level due to their limited sample sizes (i.e, refer to Table 27) (Hooper Coughlan and Mullen, 2008). Further, the researcher standardised the interaction effects of level of education and plotted the top significant impact to develop additional understanding. Result revealed, lower educated workers with high POS disclosed lesser turn over intentions compared to the higher POS and high education workers (i.e, visit figure 27).

6.4.5 Interpretation of Moderated Impact – Organizational Tenure

As predicted by the hypothesis 8.5 long tenure workers expressed more supportive perceptions compared to the low tenure workers. Arguably, sizeable differences were observed across all the layers of tenure compared to the global ITO level. The highest positive moderation was observed on (5-10 years category). As good as the previous case, the AMOS did not predict the changes on felt obligation and other outcomes variables due to limited response (22 and 1 responses) in categories (11- 14 years and 15 years and above). As per the results of this research organizational tenure moderated the impact on employees work outcomes. In this regard, the highest positive moderation was observed on positive mood (i.e. refer to table 29).

The significance of moderated impact was plotted using Z score values. The result indicated that lower tenure workers with high a degree of organizational support disclosed a marginal heightened impact on positive mood, compared to high tenure and high POS workers.

6.4.6 Interpretation of Moderated Impact – Managerial Role

It was found that, interestingly, not consistent with the Hypothesis the managerial workers expressed relatively lower supportive perceptions than their subordinates. This phenomenon may be true for the ITO participants across Sri Lanka and UAE, arguably they perform a white colour job and well paid compared to their contemporaries in other industries (Carmel and Tjia, 2005; ICTA, 2006; ICTA, 2006; Jayaweera and Thelijjagoda, 2011; Stephens, 2009). Table 31 displays the similarities and differences. In order to develop a further understanding, the researcher plotted a significant depended variable with the standard interactive three-way moderations. The results revealed that lower managerial workers with a higher level of POS with lower OCB compared with the high managerial workers with a high degree of POS (i.e refer figure 29).

6.5 Moderating Effect of Socio-Cultural Variables on POS and its Impact on the Employees' Work Outcomes

This section discusses the moderated impact of POS on employees work outcomes, due to Intervention of socio-cultural variables, religion and language.

6.5.1 Interpretation of Moderated Impact- Religion and the Language

As predicted by hypothesis 9 both the religion and the language were found to have a moderated impact on employees work outcomes. With regards to the religion, Hinduism disclosed the significant moderated change on POS→ FO, in turn; it had a unique impact on employees' works outcomes. The highest, positive moderated impact was observed between Hinduism and positive mood, the negative impact was recorded on TOI. Thus, it was evident religions moderate the impact of POS on employees' work outcomes, arguably different.

In order to enhance the understanding, the researcher plotted the interaction effect using high and low POS and related to the employees work outcomes OCB. It was found that religion had a significant moderated impact on OCB and JS. The plot graph indicates that employees who embraced low religion (Buddhism and Hinduism) and exhibited high-level POS exhibited marginally upper heightened OCB, compared to high religions (Islam and another) and workers who exhibited a higher level of POS.

The influence of perceived organizational support was found to have a direct moderated impact on employees work outcomes. Meaning, distinct differences were observed. That means, in this comparative research, the employees' work outcomes were uniquely influenced by socio-cultural parameters, in this case, the language (Fernando, 1980; Gyekye and Salminen, 2009; Mirjam, 2014).

The highest, positive and moderated impact of organizational support was recorded in the language English (POS→PM), the second-highest was recorded in the language Tamil (POS→IRP). Interestingly, all the languages other than Singhalese negatively further facilitated the association of turnover intention with perceived organizational support (refer to table 36).

6.6 Discussion: The Role of Demographic and Socio-cultural variables on POS

The strategic role of demographic variables and its influence that has been long recognised in the organizational and psychological research (Gyekye and Salminen, 2009; Aselage, and Eisenberger, 2003; Eisenberger, 2002) is as good as the results of this research reveal. One of the core objectives of this research was to examine the moderating role of selected demographic and socio-cultural parameters on POS. While some conclusions of this research corroborate the earlier studies that were conducted in Western and Africa regions, explanations for some of the conclusions are founded in deeply rooted in the traditional Asian and Middle East values.

As stated in the previous sections 6.3 and 6.4 the current remarks regarding demographic and socio-cultural parameters are arguably the contextual results in respect (unique key traditional elements) of deeply- rooted values which are key elements of collectivism and power-distance cultures, namely Sri Lanka and UAE (Gyekye and Salminen, 2009; Hofstede, 2001 and 2011; Bochner and Hesketh, 1994; Gyekye and Salminen and Salminen, 2005). Though, both the countries are positioned in a high power distance and collectivism range, arguably UAE is on the high side compared to Sri Lanka.

It can be argued that the perception of collectivism and power-distance culture that accompanies the ITO workers in Sri Lanka and UAE enables the older workers, upper educated workers and high-tenured workers and the managerial workers treat their work assignments serious because they form a greater degree of organizational support compared to their counterparts. Based on the contextual argument, It is also likely that older and long-tenured workers-because of their seniority quite often fill in for stretch roles (fill in for managerial roles) with high work privileges (organizational support-specifically fairness), may gain more power and autonomy (Gyekye and Salminen, 2006; Liu, 2004). In contrast, the short-tenured workers and less-experienced workers who are usually allocated to less demanding jobs with little or no privileges may be induced to perceive greater supportive perception as their positions lacking organizational support.

The difference in supportive perception between the IT and non-IT industries could be

recognised by the form of distinct organizational support (beneficial conditions) that the workers enjoy. In closely related research, the availability of the factors such as high pay (Liu, 2004), effective health and safety work environment (Gyekye and Salminen, 2006), luxury work facilities and social amenities were also found contributed to the development of better supportive perceptions (Gyekye and Salminen, 2006 and 2009; Rhoades and Eisenberger, 2002). As stated, very similar organizational supports are generally available for the ITO knowledge workers in Sri Lanka and UAE (Carmel and Tjia, 2005; Elmuti, Grunewald and Abebe, 2010; Vodanovich, Urquhart and Shakir, 2010; SLASSCOM, 2014; Stephens, 2009).

As a researcher, I found an interesting insight-specifically- regarding the association between gender and POS. Contrast to the hypothesised relationship the female workers expressed greater supportive perception relative to the male counterparts. A plausible explanation for this phenomenon could be the influence of newly emerging version of cultural feminism, promoting equal opportunity, empowerment, liberalisation and female emancipation both in Sri Lanka and UAE- are typically the key elements of Western culture (European University Institute and Gulf Research Centre, 2015; Hofstede, 2011). The contemporary female workers have become more vocal-specifically in terms of addressing their demographic and socio-cultural challenges, and its appreciation specifically in the workplace.

Further, the ITO employers also have demonstrated the growing determination about the demographic-socio-cultural values with the motive of harvesting appreciation or reward from their workers or making their presence felt on delivery assignments. This is also one objective reason why this research was poised in a highly industrialised- ITO industry, but in two distinguished demographic and socio-cultural setting, with relatively high synergetic cultural underpinnings.

The research findings specifically related to age, civil status and managerial role are in line with previous research results (Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002; Jarrod, and Brougham, 2010). Hence, the current study provides integrity, specifically, to the role of demographic and socio-cultural parameters in generating organizational behaviours and the applicability of the organizational support to generate favourable outcomes, in two different contexts. This knowledge can be applied to develop POS-based

information systems to stimulate employees' work outcomes (Eisenberger et al., 1986; Shore & Shore, 1995).

It needs to be highlighted that the patterns of employees' work outcome (POS outcomes) is reliably consistent with those in Africa. The findings of the research concerning JS, IRP and OCB also indicate arguably similar results like the results found in Africa, though differences still exist. Workers with high job satisfaction and highly experienced workers had voiced greater supportive perception about their work organization and actively involved in extra-role related behaviours (e.g., Rhoades & Eisenberger, 2002, 2006). On this basis, it is possible to state that Eisenberger et al.'s (1990) POS scale could be utilized as a universal tool for assessing the employees' supportive perception, in turn, predicting the extra-role behaviours provided. The moderation and the mediations are dealt with separately.

The primary assets of the comparative study are its empirical composition and contribution to the existing POS literature, specifically regarding how the development of the supportive perception among the knowledge workers in ITO, but in two distinguished socio-cultural settings. However, a possible limitation of the study may derive from the use of employees self-reported responses, because, while workers were reporting their responses on POS and work outcomes they may have not selected undesirable outcomes. Thus, the responses might have desirability bias of their work. There is a possibility that the research participants' responses could have been magnified by if the researcher had included interview data, specifically on extra-role behavioural activities (i.e., OCB), because, the scope for the extra-role behaviours is too broad (Neal, Griffin and Hart, 2000; Siu, Phillips and Leung, 2003).

Overall, the empirical findings of this research encompass prior research on the practical applicability of POS construct to the organizations by emphasizing the role of demographic and socio-cultural values play in developing supportive perceptions, in work climate. Arguably, comparative research is among the initial step in research on POS in two distinguished economies (Gyekye and Salminen, 2009). Still, more investigation in this direction should be motivated in order to understand the similarities and the differences the socio-cultural parameters can cause on POS, specifically on developing and emerging economies in order to overcome the existing paucity of research knowledge (i.e refer to chapter 2, literature review).

6.5.1 Mind Mapping of Chapter Six

The diagram incorporated in the next page discloses the mind-mapping diagram of chapter 6.
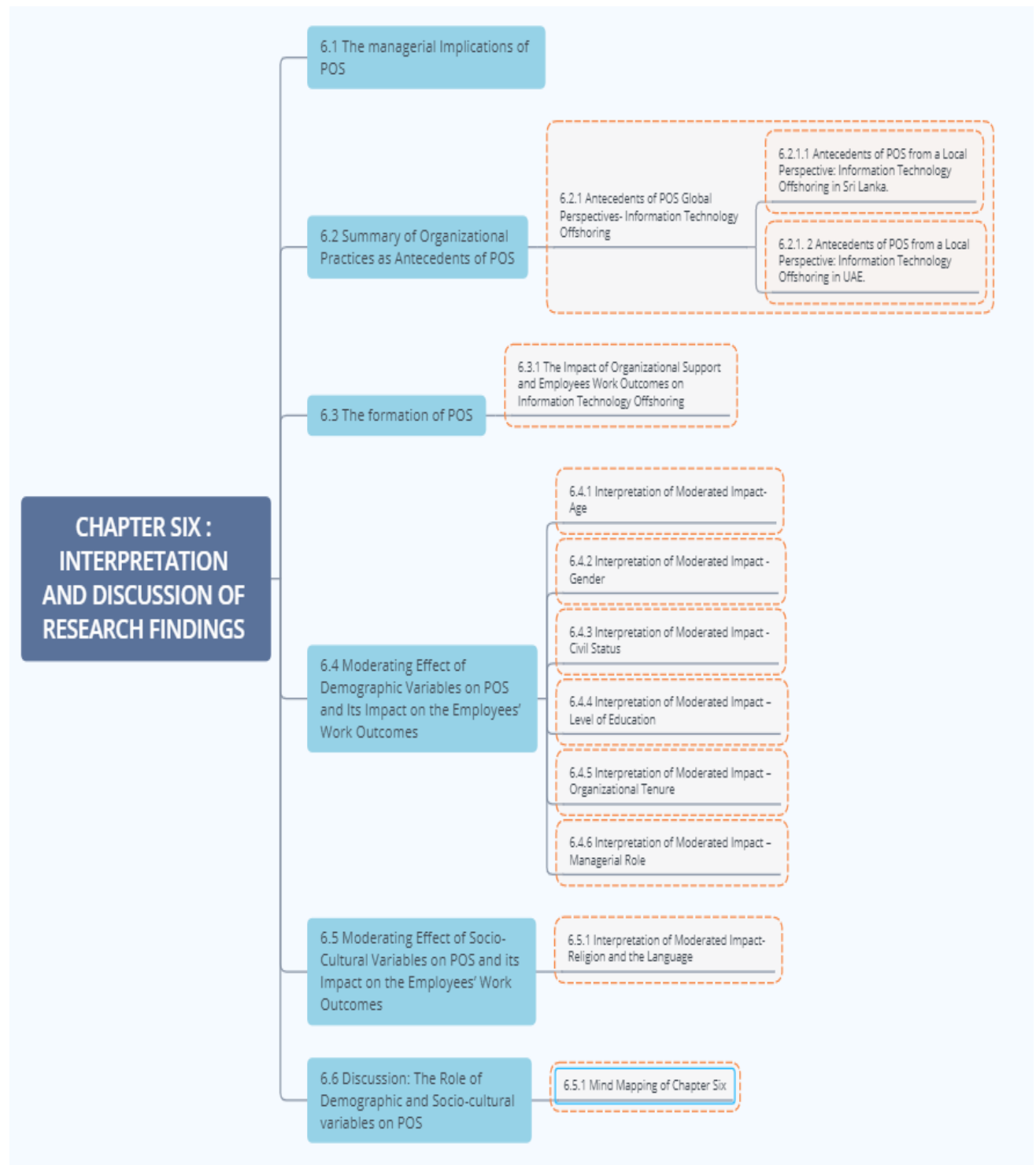
Figure 32 Discusses the Mental Mapping of Data Analysis and Interpretations

CHAPTER SEVEN

CONCLUSION, CONTRIBUTIONS AND FUTURE RESEARCH RECOMMENDATIONS

7.1 Introduction

This chapter comprises of these units: an introduction, summary of major findings, how the research objectives have been achieved, the unique contribution of the research, contribution to the theory and theoretical practice, contribution to the methodology, recommendations and suggestion for the future research.

7.1.1 Summary of Key Research Findings and Contributions

The integrative POS-ITO model provides a comprehensive understanding of the formation and maintenance of supportive perceptions, the aim of this research. In this juncture, the researcher captures the key findings and contributions of this research for the readers before extending to the detailed level. This approach keeps the readers within the proximity of detailed findings. The summary is below incorporated.

- The primary merits of this research study are its empirical disposition and contribution to the paucity of knowledge of POS literature in emerging economies.
- ITO workers were found to develop general beliefs to the extent to which their work organizations value work contributions. Thus, employers need to pay attention in terms of how they design-develop relevant organizational support practices to generate organizational oriented and beneficial employees work outcomes.
- Consider developing an ITO oriented POS scale for knowledge workers to better reflect their perceptions about their work organization, the emphasis placed on the nature of organizational support practices and individual work responsibilities.
- ITO workers' work orientations and their supportive perceptions are contingent on both the individual and contextual characteristic of Sri Lanka and UAE. Hence, the

applicability of global POS construct to a particular context becomes inconclusive unless the moderated impact is considered.

- The differences in expressing supportive perception between ITO and non-ITO could be characterized to lucrative organizational conditions and agreements of service that ITO employees amuse.

- The integrative POS-ITO model retains multidimensional paradigms underpinning organizational behavioural variables: practical, convertible, user-friendly, cost-effective and extendable for changing ITO context.

- It was evident that high-performing ITO economy (UAE) attracts migrant workers from lower-performing ITO economies. High skills, relatively low pay are organizational conditions that apply to ITO workers generally in Sri Lanka. However, mostly, high skilled and high paid migrant ITO workers are hired by the employing companies in the UAE.

This thesis attempts to investigate how distinguished organizational support practices (three distinct facets) could be utilized in order to generate beneficial work outcomes both for employers and employees in emerging ITO economies and how to persuade organizational leaders and policymakers to diminish undesirable work outcomes using POS.

The overarching research question was developed based on the research aim: how POS impacts the employees' work outcomes in an ITO context. Based on the research question, the thesis formulates to resolve five objectives: to critically evaluate and analyse- (a) to study the application of organizational support in ITO contexts (b) the primary causes of organizational support in the light of demographic and socio-cultural parameters, (c) compare how the formation of organizational support influences employees' work outcomes, (d) ways in which unique organizational conditions influence the work outcomes in emerging economies (e) frame set of recommendations for policymakers to implement organizational support based practices identified in objective 2.

A comparative research design was adopted, engaging quantitative approach in which 260 questionnaire response in ITO were analysed using self-completion questionnaires (141 responses were collected from UAE and 119 from Sri Lanka). Following the data analysis, an intellectual discussion was arranged with the fellow researchers in the UK, in which major

findings and discussions were presented and debated. Based on the primary result, the "POS –ITO" was developed, shaped and designed.

This research enhanced the application of theoretical construct of POS in ITO by integrating various organizational support practises, POS itself and distinguished employees work outcomes using SEM based on CFA. The new POS-ITO model is practical, relevant, and user-friendly and holds a multi-dimensional paradigm itself. The POS-ITO model was achieved through critical literature review, developing an appropriate research methodology, testing alternative models and empirically validating the right-fit in a comparative analysis. The current POS-ITO model could be viewed as a new development in organizational support practices, implementable, transformable as a cost-effective management system, sustainable and may deliver competitive advantages for ITO in the long run.

7.2 Conclusion- Major Findings

The purpose of this research study was to build a model that integrates the organizational behavioural, human resource, management and psychological literature with respect to POS variable and its direct and indirect influence on distinct knowledge workers psychological and behavioural work outcomes. This was the purpose and the process was by directly answering the overarching research question of how perceived organizational support impacts the knowledge workers work outcomes in information technology offshoring. A major contribution of this research study is to generate how empirical evidence on POS oriented variables drive knowledge workers' work outcomes such as job satisfaction, in-role performance, organizational citizenship behaviour, positive mood and turnover intention.

Though this research is a comparative study between the knowledge workers in ITO industries in Sri Lanka and UAE, generally, the results from the data analysis validate that this research primarily questions how organizational variables such as perceived organizational support, organizational fairness, supervisors support, pay level satisfaction help to formulate POS, via POS impact the employees' work outcomes.

7.2.1 Achievements of Research Objectives – One and Two

This section sheds light on the research objectives that have been met.

7.2.1.1 Research Objective One

To review the existing literature critically focusing on the concept of POS in the light of socio-cultural and demographic parameters and to assess the significance of the existing literature to the ITO industries in Sri Lanka and the UAE (chapter 1.2.2.1). In this comparative study, on research objective 1, specifically identified that:

- Organizational fairness, supervisor support and pay level satisfaction were realistic antecedents of organizational support within ITO industries in Sri Lanka and UAE. The very same antecedents were found to associate with distinct and isolated impact on POS, in two different socio-cultural settings of ITOs.

- The existence of organizational support (adequate organizational support practices and its impact and inadequate organizational support) and its impact were found influencing the employees' work outcomes (positively and negatively).

- Organizational fairness was found as the first, supervisor support as the second and the pay level satisfaction as the third foremost antecedents of forming organizational support, at the global level. Although, it was not the case in the local ITOs.

- The overall impact of POS on employees work outcomes was significantly moderated by the contextual demographic and socio-cultural attributes in both Sri Lanka and UAE. Arguably, significant differences were found.

- These empirical results were highlighted in the forms of antecedents of organizational support (OF, SS and PLS), POS itself and outcomes of organizational support (JS, IRP, OCB, PM and TOI)

- Other causes of organizational support include rewards, safety conditions, opportunity for work career development, availability of work-family support and the degree of leader-member exchange have been identified as equally important attributes (Rhodes and Eisenberger, 2002; Liu, 2004).

7.2.1.2 Research Objective Two

To critically study the empirical relationship between the factors that influence POS (antecedents of POS; organizational fairness, supervisor support and pay level satisfaction) and POS itself, comparing the situation in Sri Lanka and UAE by using SEM. This particular objective was developed by the researcher to develop visibility on how employers across the ITO industry can raise their organizational fairness, supervisor support and pay level satisfactions. In the direction of research objective 2; it was acknowledged that:

- Creating visibility towards (i) imparting fairness based practices, (ii) enabling an adequate level of supervisor support to knowledge workers across hierarchies; (iii) adopting equitable pay structure which leads to adequate pay level satisfaction were identified as empirically essential to formulate an adequate level of organizational support for the knowledge workers.

- The highest isolated influence to the development of POS among the knowledge workers was identified via the organizational fairness-as antecedent of POS-in both the ITO industries in Sri Lanka and UAE; and

- This phenomenon reveals that organizational fairness-was being the most superior element of developing organizational support among the knowledge workers-probably due to knowledge workers being well paid and educated in their field, hence could have developed a priority expectation towards their work organization to adopt organizational fairness, in their work, as a universal norm.

- Organizational fairness was the topmost contributor in the ITO is an indication that relatively, young and vibrant IT workforce expressed their concern for impartial practices at work. Meaning, there is a pressure on organizations to formulate fairness based practices.

- Supervisor support and pay level satisfaction-as antecedents of POS-leads to impact the development of POS at the global level, both the antecedents of POS were found to have a significantly equal impact towards the formation of organizational support.

- In Sri Lanka interestingly PLS was found to be the most significant contributor to the organizational support, followed by the supervisor support and organizational fairness. It is an indication in developing economy that generating higher income via ITO jobs is one of the top priorities.

- In the case of UAE, organizational fairness was the primary contributor, followed by the supervisor support and pay level satisfaction. Again, it is an indication that in emerging economies, the knowledge workers are arguably well paid; thus, it was possible for them to set the pay level satisfaction as their least priority.

- The differences in prioritizing the antecedents of organizational support in Sri Lanka and UAE –based on how employees receive- are an indication that employees develop those priorities based on the distinct organizational settings, which are unique to a particular changing context. Meaning, the knowledge workers exhibited their strong desires to form organizational support, in a differentiated-route. This is an indication that the manner in which POS is progressively developed is dependent upon the contextual socio-cultural parameters investigated in objective 3.

As stated, all these findings can be specifically linked to objective 2; derived from the research question 2.

7.2.2 Conclusion - Development of Perceived Organizational Support in Information Technology Offshoring

Development of organizational support (POS construct) in ITO was one of the major focus (i.e refer to the measurement model-I, section 5.1.1). As stated in the first two research objectives, in terms of what this comparative study found, this section examines the similarities and the differences about the antecedents of POS both at global and local levels.

7.2.2.1 Organizational Fairness

The notion of organizational fairness exhibited in the ITO was valued by the knowledge workers across both global and domestic levels. Thus, it is an important variable to be considered by the ITO employers while raising the organizational fairness score. Further, OF demonstrated positive and significant association across all three levels (global, Sri Lanka and UAE), also was identified as the most contributing antecedent across two ITO levels (Global and UAE). In support of the research objective 2, organizational fairness was proved to be a primary driver of POS. Organizational fairness is represented by the

knowledge workers perceptions influencing the impartial practices or unfair organizational practices within the ITO boundary (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003; Eisenberger, 2002; Herda and Lavelle, 2011). However, it was found that the interpretation of fairness practice was influenced by the personal characteristic of the ITO workers while they attempt to give a sensory impression to their work environment.

Fostering fairness oriented practices can help ITO organizations to communicate their stance to its employees to produce employee-oriented desirable work outcomes. In this context, this comparative study validated that, as an antecedent of POS, it significantly contributed to the development of POS. This means, that more a knowledge worker perceives that their work organization climate to be fair, the more they believe as being supported by the organization. Thus from a realist perspective, the ITO organizations are under pressure to adopt sustainable fairness practices to generate adequate and beneficial employees' work outcomes which are favourable for both the parties. If fairness practices are not adequately adopted, it is possible that ITO organizations may encounter the following undesirable performances.

- Knowledge workers may change their work input (possibly less effort in terms of generating their work outcomes)
- May change the work outcomes itself (adequate quantity of less quality)
- May result in distort relative perceptions with their work colleagues (I work harder than my work colleague)

Hence, it is critical for the ITO workers to first define the boundaries of organizational fairness and then develop it as an organizational support practice to value employees' contribution and their wellbeing (Liu, 2004; Rhoades and Eisenberger, 2002; Riggle, 2007). In this regard, past researchers found that the employees welcome consistency between the fairness value system and the fairness climate reflected in their work (Riggle, 2007). It was noted that the employees want to understand the organizational policies and procedures so that the impartial practices or unfairness practices or limitations are known (Riggle, 2007; Liu, 2004) and distinctions are made as to what the organization expects from its knowledge workers within its value system.

7.2.2.2 Supervisor Support

The belief of supervisory support develops organizational support among employees is another organizational variable (antecedents of POS) that was used in this research study. As good as the organizational support, across two distinct levels (global and UAE), this was the second most contributing factor towards the formation of POS, though minor differences were evident. Specifically, in the ITO industry, rapid technological changes, high rate of information exchange and process improvement initiatives (Nonaka, Toyama, and Hirata, 2008; Carmel and Tjia, 2005; Liu, 2004) knowledge workers face demanding work conditions, thus, they require supervisor support as a fundamental element (not as a luxury privilege) to deliver their project deliveries on time. Thus, this may be a solid reason why it was verified in this research that supervisor support is a realistic antecedent of organizational support.

Modern researchers have proposed that in the workplace the unavailability of supervisor support leads to negative consequences on employees' work outcomes (Riggle, 2007; Liu, 2004). As already validated by this comparative study, SS positively impacted POS, in turn, it also desirably influences the knowledge work outcomes. Thus, it is possible to develop a conclusion that SS may have noticeable consequences on the achievements of the organizational goals and objective via influencing desirable employees work outcomes, hence the criticality. Thus, the availability of supervisory support can be the outcome of physical or emotional support to employees from their respective heads. In the ITO, the scope of supervisors support includes but not limited to;

a) Provide competent job instructions (how do I see this person succeeded in a job)
b) Sharing with subordinates timely information (Information is wealth, specifically in ITO)
c) Praise for an IT delivery well done (technology made this process easy due to various forms of communication such as text, email, voice messages and video messages)

This phenomenon describes that the supervisor support is something the managerial workers and the organizational leaders should constantly monitor from their knowledge workers (Carmel and Tjia, 2005; Liu, 2004). Further, it seems providing adequate supervisor support continues to be an issue to ITO companies due to its offshoring nature – a large span

of control to gain high-cost competitiveness (Avgerou, 2010; Dhar and Balakrishnan, 2006; Mitra, 2013). One way to alleviate the feeling of the unavailability of supervisory support is to constantly communicate with the knowledge workers about their work progress and appreciate them. Previous researches that were conducted in this line, specifically in the West, stated that communication from supervisors signals appreciative message which may help to increase the support from their organization positively impacting the employees' work outcomes, because, employees view supervisors as the official work agent of their work organization (Rhoades and Eisenberger, 2002).

7.2.2.3 Pay Level Satisfaction

In this research pay level satisfaction is characterised by the level of satisfaction an ITO worker experiences via the organizational pay. It is an indication that in the global ITO employees are well paid white-collar workers, thus, organizations may need to go beyond this point to signal organizational support practices to them (Liu, 2004). It was identified at the global level that pay-level satisfaction was found to be the third most (least among all three antecedents) contributor to the POS. However, in developing economies (ITO of Sri Lanka) it was identified as the primary contributor, despite the fact that knowledge workers are relatively well paid. This is an indication that in developing economies, specifically having an equitable pay system is an absolute necessity to form organizational support. In other words, this research study validated that pay level can be utilized as a viable mean to explain the standard of contribution knowledge workers make-at-work on a consistent basis.

Further, the findings on PLS, specifically in developing economies, may indicate that certain ITO organizations are under a certain obligation to adopt more equitable (transparent) and lean pay level standards. It is also noted that to gain high salaries, knowledge workers are pared to increase their job assignment, work long hours and make a mental adjustment-a feature of ITO-(Carmel, Avgerou, 2010; Dhar and Balakrishnan, 2006; Mitra, 2013) to be rewarded personally (a form of organizational support). It seems that by defining the boundaries of the pay-standard, the ITO organizations may be meeting the belief of ITO workers about organizational support. In turn, the ITO workers may experience supportive perception- leads to important, desirable and beneficial work outcomes, which are limited to behavioural and psychological work outcomes as mentioned in this study.

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7.2.3 Achievements of Research Objectives Three, Four and Five

This section explains the manner in which objectives three, four and five have been achieved in this comparative study.

7.2.3.1   Research Objective 3

To examine critically how POS impacts the employees' work outcomes (consequences of POS) such as job satisfaction, positive mood, In-role performance, organizational citizenship behaviour and turnover intention, comparing the situation by using SEM in Sri Lanka and UAE.

It was identified perceived organizational support positively impacted the employees work outcomes on Job Satisfaction, In Role Performance, Organizational Citizenship Behaviour and Positive Mood in the Global Information Technology Offshoring (i.e refer to section 5.3). However POS negatively influenced the employees' Turn over Intentions. As predicted by the hypothesis (visit section 3.6.1) the above realities were tested using SEM on AMOS, the results are discussed in section 5.4.5. Compared to the global level Sri Lanka ITO exhibited higher levels of positive impact on JS, IRP, OCB and PM. However, the negative relationship was also found on the high side. In the case of UAE, it showed a marginally less but positive impact on JS, IRP and OCB. However, it had a significant positive impact on PM. Further, POS was found to have a negative relationship with the TOI, but it was higher than the global ITO level.

Further, it was found in many cases the impact of POS on employees' work outcomes were mediated by the felt obligation. Thus, the researcher used the felt obligation as a predictor of POS. Also, felt obligation was found to have a three-way interaction with the moderator variables (demographic and socio-cultural parameters), however, this particular aspect is discussed under achievement objective number 4. As stated above how POS associates in term of generating employees work outcomes are specific to a particular context (Gyekye and Salminen, 2009), by understanding the contextual differences, employers could be persuaded by how to amalgamate organizational support practices to changing context to generate optimum employees work outcomes, while diminishing undesirable work outcomes,

in turn, those can either directly or indirectly be related to achievements of organizational goals.

7.2.3.2   Research Objective 4

To assess the extent to which unique organizational conditions Influence POS in emerging economies, specifically in Sri Lanka and UAE in IT- offshoring industry by using SEM. As critically examined in the literature review (refer chapter 2), though sufficient research confirmed the close association of antecedents of POS (OF, SS and PLS), those close associations towards the formation of organizational support, and how POS impacts the employee's work outcome is widely tested, specifically in the West. However, there is a sizeable paucity of research knowledge when it's come to formation and applicability of POS in both developing and emerging economies. Thus, the researcher objectively tested the formation of POS under unique organizational conditions (the unique demographic and socio-cultural composition of workers).

It was found that older workers, managerial workers and long-tenured workers had exhibited higher levels of organizational support compared to the young, low level and less tenured workers. This result is par with the previous researches that were performed in the travel, mining and insurance industries (Gyekye and Salminen, 2009; Rhoades and Eisenberger, 2002). In contrast, female workers and married workers showed very marginally greater perceptions compared to male and unmarried counter-parts. As stated previously, this contrasting result maybe still true for the participants, who took part in this research, because the knowledge workers specifically in ITO are different from the traditional workers in their work environment; specifically their boundary of networks (Liu, 2004), the accountability of answering multiple bosses (Carmel and Tjia, 2005) and the nature of changing project-oriented work requirements (Avgerou, 2010; Dhar and Balakrishnan, 2006; Mitra, 2013). Please refer the section 5.4.1. Thus, the test results of demographic parameters in this research indicated that those workers' demographic features (organizational conditions) shaped the impact of POS on employees work outcomes, which is unique to a particular context.

When it comes to how natural composition of socio-cultural parameters (organizational conditions), it was found that even though the religions disclosed a difference specifically the manner in which knowledge workers perceive their work organization, it (the difference) was relatively very marginal. Among the religions, Buddhism exhibited the most and positive perception of organizational support. Interestingly, it was the case among the languages too. Please refer the sections 5.4.3 and 5.4.3.1.

It was found in the previous research that several contextual explanations may exist as to why POS either positively (Eder and Eisenberger, 2007; Rhoades and Eisenberger, 2002; Liu, 2004) or negatively (Riggle, 2007; (Aselage and Eisenberger, 2003; Eisenberger, 2014; Eisenberger et al., 2004) impact the work performance. As verified in this research, the moderated impact of POS either positively or negatively influenced (enhanced or diminished) the employees work outcomes, in the global ITO level.

When tested for how workers organizational supportive perception moderated the impact (the composition of organizational conditions) on employees work outcomes, it was recorded that empirically age moderated the impact of IRP and PM significantly; gender influenced specifically JS and IRP; civil status and Education significantly influenced on IRP and PM, Organizational tenure significantly impacted JS, PM and TOI. Finally, the role of managerial workers significantly impacted IRP and OCB. Please refer section from 5.4.1.1 – 5.4.1.6. Thus, it is possible to develop a conclusion that organizational conditions (the manner in which the knowledge workers demographic parameters are composed) moderate the impact of POS on employees work outcomes, but proportionally to the changing unique conditions.

The socio-cultural control variables (religion and the language) also had statistically notable influences. Objectively, religion had a significant influence on both JS and OCB. Further, a significant notable influence was found via language on JS, IRP and OCB. Please refer the section 5.4.3. On this basis, it is possible to conclude that socio-cultural parameters that influence the impact of POS on employees are controlled by the religions and the languages associated in a particular region, obviously in the organizational work condition. While reviewing the test result of a segment of a particular control variable (i.e Age and 40–49 years), it was figured out still there were further moderations which were unique to a

particular decomposed segment, though the scope doesn't include how the segmentation of a control variable impacts the employees work outcomes in global or domestic levels.

On this notion, employers can utilize demographic and socio-cultural parameters as control variables (dependable measure) in order to generate greater supportive perceptions which meet the organizational support need of the ITO workers. Also, may use them as dependable tools to generate anticipated, targeted employees work outcomes for their work organization. Yet, this phenomenon may be industry-specific.

7.2.3.3   Research Objective 5

To provide recommendations to Subject Matter Experts (SMEs) and Organizational leaders, and enabling them to promote the use of POS to improve employee work outcomes within the ITO sectors in Sri Lanka and UAE. As originally set out, the researcher attempted to frame a set of recommendations (section 7.3.2) for the ITO companies to implement POS-based practices or changes identified in objectives 2, 3 and 4. Though the research objective-5 has been fulfilled adequately within the scope of this research, the researcher believes this particular objective should be further explored following doctoral studies, with the strategic view that, it would be achieved in global scope as a post-doctoral initiative- as this involves a significant practical effort to recommend an adoptable strategic plan (including a reliable budget, headcounts and the anticipated beneficial outcomes) for implementation.

7.3 Contribution to the Knowledge

The ultimate focus of this research has been to contribute to the existing body of knowledge in organizational support based practices in ITO. In essence, this research significantly impacted three distinct areas, namely: theory, methodology and practice (Saunders, Lewis and Thornhill, 2003; 2012; Sivalogathasan and Xiaobo, 2013; Udawatta, and Nanayakkara, 2011). It was critical to identify and accomplish three distinct sources of knowledge gaps via this research:

- Through progressively constructing and developing a huge body of POS, ITO and work outcomes, whilst exploring this thesis aims

- Through developing a dependable methodology for promoting POS related practices in ITO organization- to generate beneficial employees' work outcomes-those directly or indirectly impacted the organizational objectives.

- Through the development of multidimensional POS-ITO model and its dependability introducing a new phenomenon of implementing a programme to facilitate organizational oriented employees' work outcomes and also enable the business organization to control the undesirable work outcomes not only as a POS-based theoretical construct but also desirable organizational oriented process or system or practice as well (i.e. via framing set of policy recommendations to feasibly implement a programme based upon agreed recommendations on objective 2, 3 and 4).

The organizational support (absolute POS) in ITO could be viewed as knowledge workers' objective belief that the extent to which their work organizations value their work products or work deliveries to achieve its goals and objectives, and care about the knowledge workers work-balance life (wellbeing). Because the extent to which the ITO organization values the knowledge workers contribution and care about their well-being needs to be related to the extent to which the organization benefits to achieving its goals and objectives.

Unlike the previous POS-based models, the researchers' current POS-ITO model (reduction of inadequate work outcomes) is based on the need of ITO-POS, implementable in two distinguished cultural contexts with their natural composition of socio-cultural parameters, includes the moderating and mediating mechanisms of unique work outcomes, which are relevant to ITO. It is aimed at sustaining effective organizational oriented POS-based practices for achieving pursuit of excellence in valuing knowledge workers contributions and offshoring well-being while consistently meeting organizational oriented goals and objectives.

The reasoning behind the POS-ITO model is that it is practical, simple and adopts multidimensional approach. Further, it encapsulates fairness, organizational behavioural, human resource, organizational support, economical, performance, roles and responsibilities built into it. This is why any failures by those who fail to generate adequate POS-based practices or fail to perform on generating knowledge workers work outcomes or if negligent organizational practices cause adverse or non-beneficial or inadequate outcomes, then it should be deemed to contribute to inadequate organizational support. A sustainable organizational support building programme should be able to address all these challenges.

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Thus, the identified model is implementable and inheritable as management information systems: meaning it is iterative, alterable and adaptable (Tranfield, Denyer and Smart, 2003). The concept can be commercialised via a creativity and innovation process.

The POS-ITO model has the social-exchange orientation, designed for effective social exchange (Masterson, Lewis, Goldman and Taylor, 2000). The justification follows that, since the perceived organizational support is progressively formed or largely a consequence of being valued by the organization via a creative and innovation process (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002), also access to privileged information and promotion can substitute the pay level satisfaction as long as they lead to develop perceived organizational support (Rhoades and Eisenberger, 2002). Thus, the POS-ITO model provides a solid basis to effectively predict the impact of the [13]social exchange in ITO.

This research examined various features of POS theory via the circulation of the online questionnaire, quantitative data collection and post discussions involved. Further, the key findings were derived through the complex data analysis process inherited by the SEM, robust methodology. The robustness of POS and its impact (its interactions with the demographic and socio-cultural variables and its impact on employees' work outcomes) were tested using: (a) the Excel spreadsheet and (b) Statistical Package for the Social Sciences (SPSS) and (c) AMOS.

7.3.1 Contribution to the Theory

The empirical findings of this research have contributed to this theory in the areas of organizational support, organizational practices, employees' work behaviours and attitude, the role of context and development of employees' work outcomes in the ITO. This comparative study tested the robustness of POS construct using the structural equation for empirically examining the impact of POS on employees work outcomes (Rhoades and Eisenberger, 2002), specifically in two distinct socio-cultural settings. Further, this research verified the similarities and the differentiations in work outcomes due to the distinct

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[13] Social exchange theorists have alluded to employment as the trade of effort and loyalty for tangible benefits and social rewards(e.g., Bateman & Organ, 1983; Brief & Motowidlo, 1986; Etzioni, 1961; Gould, 1979; Levinson, 1965; March & Simon and Goes, 1958; Mowday et al., 1982; Organ & Konovsky, 1989; Steers, 1977).

differences in demographic and the socio-cultural parameter using the organizational support theory (Gyekye and Salminen, 2009). The critical examination of the association between POS and various employees work outcomes lead to further insight into the influence of POS. On this basis, this research has made a significant contribution to the organizational support literature.

From another dimension, this research also validated the adaptability of POS to the ITO. Meaning, the development of POS construct was originated from the data collected in the West (Rhoades and Eisenberger, 2002; Liu, 2004), Thus, it can be argued that POS-based theoretical predictions are restricted by those limitations existing in the West. However, this research study validated the applicability of global POS construct to changing local context, namely Sri Lanka and UAE.

Another striking attribute of this research study is that it has contributed to the POS literature by diminishing the paucity of POS knowledge specifically in developing and emerging economies. It provides a perspective of how ITO organizations-which are of grassroots-in emerging economies, could promote POS-based practices to harvest organizational oriented employees' work outcomes, in a way that seems it has never been measured in two distinct socio-cultural settings, as opposed to the traditional approach (examining the impact in a unique context). This approach helps to develop a distinct way of critically analysing POS-ITO data. Eventually, this comparative research has generated improved awareness and understanding of the primary basis of POS, POS itself and its impact from which further research studies might be possible because exploring the initial stage of research is critical before advancing to the development stage (Durkheim, 1938; Rostov, 1960; Wallerstein, 1976; Rostov, 1961).

This research reveals POS-ITO model for generating organizational oriented employees' work outcomes, which is relatively flexible and unique with the combination of selective ITO specific work outcomes. The information underpinning the variables incorporated in this model is inherent, simple, applicable and uncomplicated for the reader (orientating devices) Dunleavy, 2015). The most applicable POS-ITO model is summarised as the whole concept of this comparative study in a pictorial view. Its value was demonstrated during the investigation (chapters 5 and 6). So it is an easy theoretical model for

institutionalization. Further, organizations can alter this model to aligning their organizational objectives.

In addition, the POS-ITO model not only promotes POS related work behavioural programmes of employees' action, in implied terms, it also promotes impartial and human resources practices that are fundamental for the organization to signal their employees that they are concerned about their contribution (Aselage and Eisenberger, 2003; Eisenberger et al., 2001; Rhoades and Eisenberger, 2002), practices that are a subset of derived POS-ITO model assumes that if those fundamental practices are being ignored (distinct antecedents of POS), it is critical that ITO employers revisit or revamp or impose those violations with appropriate contingency mechanisms (Eisenberger et al., 2008)

This research exhibited this by extending the fundamental approach to utilizing POS to regulating employees' work outcomes, linking multidimensional organizational variables as antecedents of POS (organizational fairness, supervisor support and pay level satisfaction) and outcome of POS (job satisfaction, work performance, positive mood, organizational citizenship behaviour, in-role performance and turnover intentions) rather than using one-dimensional independent approach to POS. Though, one-dimensional approach to POS has indicated the impact of POS with deeper insights, over the years, examining the POS independently has shown limited attraction by the organizational researchers (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002). Thus, these research findings support and strengthen the case for promoting organizational support with assured or anticipated organizational oriented work outcomes.

Further, the research findings also may suggest that the previous definitions to organizational support based on single dimension indices are relatively limited. Thus, there may be a need for the organizations to develop an organizational positioning (from the employer perspective) which provides the "cumulative-organizational support-need" for the knowledge workers continuously as opposed to "below-organizational support-line" as an inadequate form of signalling the organizational support to their workers. In fact, the POS-ITO model has amplified the applicability of the POS construct based on the previous research models (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002; Liu 2004) specific to offshoring, by combining the selective ITO specific work outcomes. As previously indicated the POS-ITO model is multi-dimensional and at least have six ITO specific inherent

characteristics or advantages: Applicability, usability, process-oriented, transformability (can be developed as an MIS), adaptability and sustainability (Carmel and Tjia, 2005).

Further, the research has also contributed to measuring and evaluating the impact of POS levels not only cross-culturally but also in individual demographic and socio-cultural settings, which is pertinent for comparison domestically and beyond the boundaries. The male and female workers had different experience regarding organizational support, which was driven by age, gender, civil status, education, managerial role, religion and the language. Hence, may have been influenced differently by organizational support. This was evident on the POS-ITO model, which was developed using statistical data in a comparative study, broad-scale involving over 260 respondents, from a 410 online-sample size, relatively involving (63%) percentage of ITO young workers. On this basis, adapting a similar POS-ITO model can be viewed as a competitive value addition to the existing knowledge base.

In the context of ITO, it is believed that this research thesis has made a first-hand contribution also towards the organizational strategic planning-specific to knowledge workers' work behaviour and its impact (Rhoades and Eisenberger, 2002; Liu 2004). As long as the underpinning mechanism of forming organizational support is promoted to achieve optimistic organizational support via anticipated outcomes, the employees work outcomes may generate Return on Investment (ROI) in the short run by reducing the cost of undesirable work outcomes.

This research thesis has the potential to benifit the POS and ITO literature in numerous ways. First, by examining the primary antecedents of POS, as organizational HR practices in the ITO, it may contribute to both the POS and Human Resource-Information Technology Literature. Thus, this comparative study has emphasised the need for developing an ITO based definition to POS. It means the new ITO-POS definition should be developed based on the cumulative day-to-day support-need via the selective antecedents of support. Great emphasis has been placed on the actual needs of support in order to generate organizational oriented employees work outcomes but not based on what ITO organizations want.

Authors argue that POS-based practices do not directly drive the performance of business organizations, however, they all agree on one thing, which is the implied impact.

This study arguably examined the impact of POS on employees work behaviour, attitude and motivation behaviours which are beneficial specifically for organizations and related its potential impact with workforce competitiveness. Thus, this research finding may help ITO organizations to develop empirical perspectives about the POS-ITO relationships (black-box) and the employees' work outcomes and the firms' performances.

In the organizational perspective, the POS describes to employees assessment of favourable treatments received from the organization. Thus, the POS-based practices embody a critical POS channel the organization can use to converse their organizational support to their knowledge workers. Further, specifically in emerging economies, POS literature is not widely researched using both organizational and HR practices as antecedents of POS, in a comparative study, on ITO workers' POS beliefs.

The results of this comparative study have identified that there is a valid, positive and significant association between a variety of organizational practices (human resources) and POS, and in turn, POS suggests that employees pay attention and draw implications from work support practices (human resource) in evaluating the supportiveness of their work organization. Also from the organizational perspective, by implementing impartial human resource practices the work organization passes a signal to their knowledge workers that they value their work contribution and care about their well-being.

7.3.2 Contribution to the ITO Practice

The present POS-ITO model is unique, innovative, practical and easily implementable as a Management Information System (MIS), therefore, it is a practical phenomenon. The model reveals also user-friendliness and flexibility for the ITO organizations to combine distinguished variables on-demand basis and progressively. Unlike, the previous organizational support model, the current POS-ITO model robustness is tested in two distinct ITO dimensions, thus the dependability for the potential implementation as an MIS specifically for ITO companies is relatively easy. The tested model is also backed-up with fresh data pertaining to ITO in Sri Lanka and UAE. The user-friendliness, implement-ability and the cost-effectiveness characteristic of the POS-ITO model make it beneficial to the ITO

practice. As a researcher, I anticipate that it has the potential to be franchised based on user-friendliness capabilities and better user experience.

The current POS-ITO model can be used to diminish the undesirable paradoxes (inadequate work outcomes), under-deliveries (work-related deliveries) or weak practices associated with the organizational support models. This may suggest that potential cost/benefit offer of POS-ITO model to the ITO organization is relatively significant, as opposed to what previous one dimension models have offered. Promoting organizational support practices should be selectively targeted, neither as extended practice nor luxury. Previous organizational support models (partially similar models) have found to have side-lined needy knowledge workers (offshore-where organizational support is a need) whereas the advantaged and privileged workers (onshore-where organizational practices could be viewed as a luxury) were benefited at the expense of needy knowledge workers.

Offshoring perspective the current POS-ITO model is an "integrated information system". This indicates the organizational oriented work products (work deliveries via employees work outcomes) could be objectively regulated. In other words, the proposed model is a delivery outlet for the knowledge workers work products. The present POS-ITO model is easily transformable, replicable and has the capacity to produce tangible and intangible work outcomes based on the changing demographic and socio-cultural composition, specifically in ITO, as far as the organization support aspect is concerned. Those are the scalable inherent features (integration points) for potential expansion or extended development of POS-ITO model. Though the cost of scoping, designing, implementing and maintaining the offshoring way is vital, cost/benefit analysis of implementing POS-ITO model could not be included in this thesis as it was not an objective.

7.3.3 Unique PhD contribution

As already stated in sections (7.3.1 and 7.3.2), the present POS-ITO model is a new innovative approach for generating, retaining and regulating organizational oriented employees work outcome specific to ITO (Liu, 2004; Carmel and Tjia, 2005; Avgerou, 2010; Dhar and Balakrishnan, 2006; Mitra, 2013). The current research study objectively identified

the correct combination of antecedents of organizational support (specific to ITO) based on the previous researches. It also has developed visibility on the robustness and extend-ability (moderation and mediation) process POS construct by embedding POS-ITO model, which retains multidimensional paradigms underpinning organizational behavioural variables: practical, convertible, user-friendly, cost-effective and extendable for changing ITO context.

7.4 Managerial Implications

This comparative study emphasizes the effectiveness of employees work outcomes in universal and knowledge workers in particular. First, adequate levels of POS are statistically related to various employees' work outcomes, in a comparative study, in ITO. This phenomenon indicates that organizations should find a way or create opportunities to promote an adequate level of POS beliefs among knowledge workers. The results of this research reveal this endeavour. Since the OF, SS and PLS were found to be the prioritized and critical antecedents of POS, the ITO organization should implement organizational support practices based on these antecedents, in turn, that can induce an adequate level of POS.

The findings of this comparative study indicate that there may be a wide range of POS-based practices that ITO organization can foster, rely upon, to formulate high levels of POS, including organizational fairness, supervisor support and satisfactory pay levels to generate quality, beneficial and desirable employees work outcomes that benefit both the parties. These very same POS-based practices help employees meet their social needs (Aselage and Eisenberger, 2003; Rhoades and Eisenberger, 2002) at distinguished levels (Liu, 2004) and can lead to beneficial and positive work behaviours, including high job satisfaction, desirable work performances, exhibiting organizational citizenship behaviours at work, carrying a positive mood at work and lower turnover intentions. More importantly, these work-related behaviours, attitudes and motivations are critical for desirable organizational performances (Riggle, 2007).

Strategically, the ITO organizations should recognize their attempt and the importance to integrate the intellectual capital of offshoring workers to produce adequate employees work outcomes, which is in turn, directly or indirectly related to the firms' performance. Thus, the organizations need to create opportunities to exhibit fairness related

practices, provide sufficient supervisor support to retain and provide them with equitable individual pay level to generate satisfaction. It was found in this research that employees view the pay levels as a critical measure to value their contribution to the organization, specifically in the Sri Lanka ITO. The higher quality work relationship with the direct supervisors also contributes to employees' POS, such interpersonal relationship can only be developed via the quality interactions by the organizational members. Thus, the organizational managers are vital in terms of creating, developing and retaining competitive social-human capital in the organization, which plays a critical role in realising the potential and the worth of human capital (Nahapiet and Ghoshal, 1998).

The impact of POS on desirable work outcomes are robust for (a) elder workers, (b) female workers, (c) non-married workers, (d) upper educated workers, (e) managerial workers, and (f) religious workers relative to their counterparts. Thus, providing necessary organizational support practices for ITO workers may be generally required in motivating them to achieve organizational goals. The suggested, phenomenon may also enable the organization to best utilize the ITO workforce to the optimum level and assure the right mechanical approach to produce the optimum work outcome.

It was found that the knowledge workers with higher POS exhibit lower turnover intention, strong OCB, heighten work performance, positive mood and uplifted job satisfaction relative to the knowledge workers who had exhibited a lower level of organizational support at a global level (larger sample size), but this may not be necessarily true for smaller sample sizes (either for Sri Lanka or UAE). It means this research has identified the POS-based practices that may suit larger size organization due to support expectations from the employees (fundamental need). This may be empirically true because past researchers have found that there is a negative relationship between organizational size and organizational support (Rhoades and Eisenberger, 2002).

It was also noted that, specifically in the ITO, with the rise of professional education, the nature of work specialisation for many lines of work, specialisations have become one of the prioritised component of the knowledge workers life (Carmel and Tjia, 2005; Avgerou, 2010; Dhar and Balakrishnan, 2006; Mitra, 2013). As a result of this phenomenon, it is strategically important for the managerial workers and leaders of the organizations to understand the role of professional education and its potential impact on employees work

outcomes although there are concerns raised about the knowledge workers that upper education enabled them to exhibit a stronger commitment to their profession (Liu, 2004). The detailed results of this research study indicate that this opinion may not be well defensible. Upper educated may realise to be successful in their line of work, they need to disclose a sheer sense of responsibility, as well as sustained participation in their work activities at work which may or may not be recognised by the formal work system. Both in Sri Lanka and UAE, upper educated workers demonstrated sizeable diligence and attempt to apply great work efforts, which are generally welcome by the employers.

Given the positive moderated impact of upper education on POS, employees should consider systematic and dependable ways to improve the lower educated workers with the motive of generating optimum work outcomes. This could be possible via providing them role-based training and development programmes, offer them networking opportunities and also possibly encourage them to involve in professional activities at work. Yet, it is also important that the managers who are directly responsible for managing the upper educated who realize to be successful in their work need to disclose an adequate level of organizational support practices, to retain the knowledge workers engaged in the work outcomes.

7.4.1 Limitations

Numerous limitations that are linked to this comparative research study need to be addressed. First, the data were collected only within the information technology offshoring workforces, specifically in two distinguished socio-cultural contexts. While the research design eradicates the confounding effects associated with multiple data sets, a typical trade-off is that it limits the observed variability and adequate external validity. Hence, attention should be paid when generalizing this research finding to employees who work in other types of organizations or industries.

A second notable limitation is that this research study performed cross-sectional analysis. The quantitative data were collected in the ITOs in Sri Lanka and UAE, at the same time. Thus, the casual implications on the hypothesized relationship about POS and its impact on employees' work outcomes should still be made or applied with thoughtfulness. However, this challenge is diluted by the application of structural equation modelling, because it

permitted both simultaneous and concurrent examination of path models or alternative path models as a whole. It would have been valuable to collect qualitative data using multiple research instruments, specifically measuring subjective variables such as POS, FO, JS and TI.

Third noteworthy limitation of the research study is that only one research survey instrument was used to measure the data on all the variables addressed by the structural equation methodology. Though the data was collected from two distinct sources-managerial workers and the employees, in two unique cultural settings Sri Lanka and UAE, it diminishes the common-biased method expected or observed in a large single data source. The researcher would like to indicate that it would have been desirable to collect and measure variables from multiple data source, specifically on JS, PM and TOI.

Fourth supervisor's close examination on the employees' job performance is the fundamental basis in which employees' performance is evaluated and determined typically in ITO organization. However, employees were asked to describe their own performance prior to their immediate superiors' feedback. This major approach may be particularly true among the knowledge workers because the objective-driven performance evaluation is likely to be available. However, the availability of job performance review by the superiors (data) is not included in this research, hence the limitation. Because, dependable researches in the past have indicated that using the immediate supervisors' feedback as the credible source of knowledge workers evaluation and sources outside the supervisor-subordinates evaluation had limited input to the performance appraisal process (Ferris and Buckley's, 1990)

Fifth, the actual turnover rate, has been consistently identified to be significantly related to the turn over intention in the previous researches (Maertz et al., 2007). Hence, though this research does not include actual turn over information, it is prospective that the undesirable (negative) impact of POS on TOI, as a viable employees' work outcome, would reflect upon to actual turnover rate. There might have been some challenges in this dissertation regarding how certain constructs were measured due to the availability of various versions of measuring antecedents of POS, POS itself and outcome variables (Muhammad, 2014; Rhoades and Eisenberger, 2002; Riggle, 2007; Wickramasinghe and Wickramasinghe, 2011; Byrne and Hochwarter, 2008). While ITO workers perceptions about organizational practices (fairness, supervisor support and pay levels) were found to be associated to the

formation of POS among the ITO workers, this approach could be viewed as an overestimated approach primarily due to sensitive nature of all three HR practices.

7.5 Future Research Directions

At this juncture, it is appropriate to disclose some reflection on the implication of the study and make viable suggestions for future research purposes. Several potential research directions have been identified from this comparative study-specifically; there have been specific questions that could have been raised pertaining to organizational support and its impact on employees work outcomes.

First, this dissertation used the data of employees' self-reported performance, thus, it could be viewed as a drawback in terms of producing quality data, because performance evaluation is generally done by employees managers or superiors. In this context, the researcher suggests that future researchers may capture data both via the managers and employees' self-evaluations, about their direct employees' performance. The suggested data capturing mechanism may enable the researchers to understand the differences between the direct impact of POS between the employees perspective and when measured from supervisors' perspective (there is a general tendency among employees they don't like to disclose the negative aspects or nor good even though it is a considerable reality). Further, it was recommended by the previous researchers, specifically in the services industry that the employees' self-reported performance assessments were not significantly correlated to their direct managers reporting assessment of the performances (Jaramillo, Carrillat and Locander, 2005). The anticipated difference between the self-reported performance and the employees' direct managers' evaluation may provide the disparity in 'perceptual gap' an organization need to revisit in order to regulate the reality of performance.

Second, as demonstrated in chapter two, the POS scale used in this research was developed and primarily has been used with non-ITO employees. Thus, it is suggested that future researchers may consider developing ITO oriented POS scale for knowledge workers to better reflect their individual perception about their work organization, the emphasis placed on the nature of organizational support practices and individual work responsibilities. As it stands, the adopted POS scale (Rhoades and Eisenberger, 2002) is arguably loosely

defined. In order to define the ITO workers, POS researchers should emphasize on the qualitative data to generate dependable results (Hopkinson, 1997; Päivi and Kovalainen, 2008). In other words, cross-validated and clean data is critical for defining the 'POS-ITO' scale. A new suggested 'POS-ITO' scale maybe like something below incorporated:

POS-ITO scale: My organization provides sufficient organizational resources for ITO workers to deliver IT deliveries, offers satisfactory compensation to contribute and help the organization to achieve its goals and objectives, offers incentives for on-time deliveries, permits the knowledge workers to determine how to perform their work, cares about the knowledge workers work-life balance, trusts and treats the ITO workers impartially (Liu, 2004; Rhoades and Eisenberger, 2002).

Multi-level variance analysis can be performed selectively to examine how the POS based ITO practices may impact employees' perception of their work organization support, which in turn, influence their work performance, ultimately make a potential difference in the overall organizational performance. Multi-level analysis approach provides the luxury to sort out the variance caused by the POS-based practices and the variance accountable to the employees' perception of the very same organizational support practices (antecedents of POS).

Further, the unique differences in culture also may be included as a moderator variable in such researches. Because, yet, culture is another variable which continues to remain as a 'black box' for generating tangible and sizeable performance. Even though this research provided some insight into how certain socio-cultural parameters moderate the POS-employees impact, culture as a substantial variable was not included in the research scope. Nevertheless, it needs to be highlighted that the research was conducted in two distinguished national culture, but the unit of analysis was ITO employees. For example, it was found that employees are affectively inclined to perceive more supervisor support in a particular culture (Yoon and Thye, 2000). Thus, individual differences accounted via the culture may lead employees to develop a distinct perception about the POS practices developed and applied by the organization, which in turn, could generate different levels of POS and unique work behaviours.

Another direction for the future research is to examine the antecedents of POS, POS itself and outcomes of POS via longitudinal data (Liu, 2004; Rhodes and Eisenberger, 2002). The longitudinal (i.e time series) research would further extend our insight into perceived organizational support by scrutinizing how POS is formulated among workers over a particular period. Further, whether the impacts of organizational support on employees' work outcomes would dilute or strengthen association over a period. However, in this comparative research, the emphasis has been on to what extent the knowledge workers reciprocate to the favourable treatments, though it should be highlighted that the other side of the reciprocal relationship between employers and employees is neglected. Hence, a critical question is whether employees work behaviours in response to previous organizational support can influence the organizational decision on what level of support and via what channel to provide for employees. Only, the longitudinal data is likely to provide the necessary data sets in addressing these challenges.

Despite this comparative research's value addition to the existing literature by examining the moderating and mediating mechanisms through which POS influence important employees' work outcomes, the moderating variables are limited to demographic and socio-cultural parameters, in the research scope. The mediating variable is limited via POS-Felt obligation path. Extensive future research is necessary to recognize the impact of POS and new feasible moderators and mediators along the process. In this research study, it was found that the Felt Obligation noticeably mediates the impact of POS on JS, IRP and OCB. Similar results were also found by the previous researches, those were conducted in the IT, manufacturing, insurance and the travel industries (Eder and Eisenberger, 2007; Eisenberger, 2002; Rhoades and Eisenberger, 2002; Liu, 2004). It seems the logic of felt obligation to respond is the fundamental reason that employees getting a high level of support, which makes a significant effort in in-role and extra-role behaviours at work, which in turn, impact the achievement of organizational goals. Thus, future research studies should prioritise FO as a critical path via POS in terms of understanding and describing the work relationships and work outcomes.

It was evident that in this research the felt obligation did not mediate the effect of POS turn over intentions. This result is also in line with the previous researchers' findings (Donsbach and Shanock, 2008; Emerson, 2013; Pattanayak and Chhabra, 2014). This occurrence impelled that there might be other variables that may function as the mediator of

POS, possibly as good as the felt obligation, of this relationship. Predictably, these variables may be employees' job satisfaction. Though job satisfaction and its association with the POS was part of this research scope, it was not considered as a mediating variable in this research scope in any stage. Other variables such as professional job commitment or organizational commitment may also mediate the effect of POS on employees work outcomes.

It was found in this research that the application of organizational support on organizational practice directly or directly impacted the daily life of knowledge workers in Sri Lank and UAE. Yet, it is arguably important to figure out what percentage of the organization produces adequate organizational support. As a result, further research may be useful regarding what and how organizational practices being used to be best invested to develop an adequate level of organizational support with the motive of improving or generating actual employees' work outcomes-specifically for young workers and the employers. In addition, extended researches may be required to identify these specific areas:

i)   To provide dependable returns (ROI via employees' work outcomes worth the investment) to the organization, it is critical to understand how much it costs to develop a POS-based management information system (POS-ITO) in order to determine the adequate organizational support level.

ii) To determine the antecedents of POS to the fullest, what would be a rational statistical technique that could be inherited (not part of the present scope) with the present POS-ITO model and how do the offshoring organizations can regulate and achieve the fullest impact of perceived organizational support needs to be investigated.

iii) Are there any other antecedents of POS, which are not investigated in this thesis (research scope), how we can identify those antecedents? What possible impact it would create on the work outcomes not included in this research scope.

iv) To enhance the existing organizational support level to harvest fullest while eradicating the undesirable work outcomes, what cost savings the present POS-ITO model would deliver to the ITO also needs considerable examination in future researches specifically in emerging economies.

v) To provide a comprehensive understanding about how POS construct and it's potential for integration for other important organizational variables (social exchange) can help to maximise employees' work outcomes by specifically amalgamating social exchange variables which generally play a big role in determining the other desired (not focused in this study) outcomes.

vi) Further, researchers should examine factors to maximise the main causes of organizational support specifically in the emerging economies but not limited to organizational fairness, supervisor support and pay level satisfaction.

7.6 **Conclusion of the Chapter**

The first section of this chapter discusses the conclusive evidence that was found in this research from the data analysis and interpretation (chapters 5 and chapters 6) about how perceived organizational support impacted the work outcomes in the information technology offshoring, specifically in Sri Lanka and UAE, based on these empirical findings. The second section critically evaluates the research contributions, the implication and recommendation, and the limitation of the study. The third section sheds light on for future research directions.

7.6.1 Mental Mapping of Chapter Seven

The below-included graphical representation demonstrates the mental mapping of chapter seven.
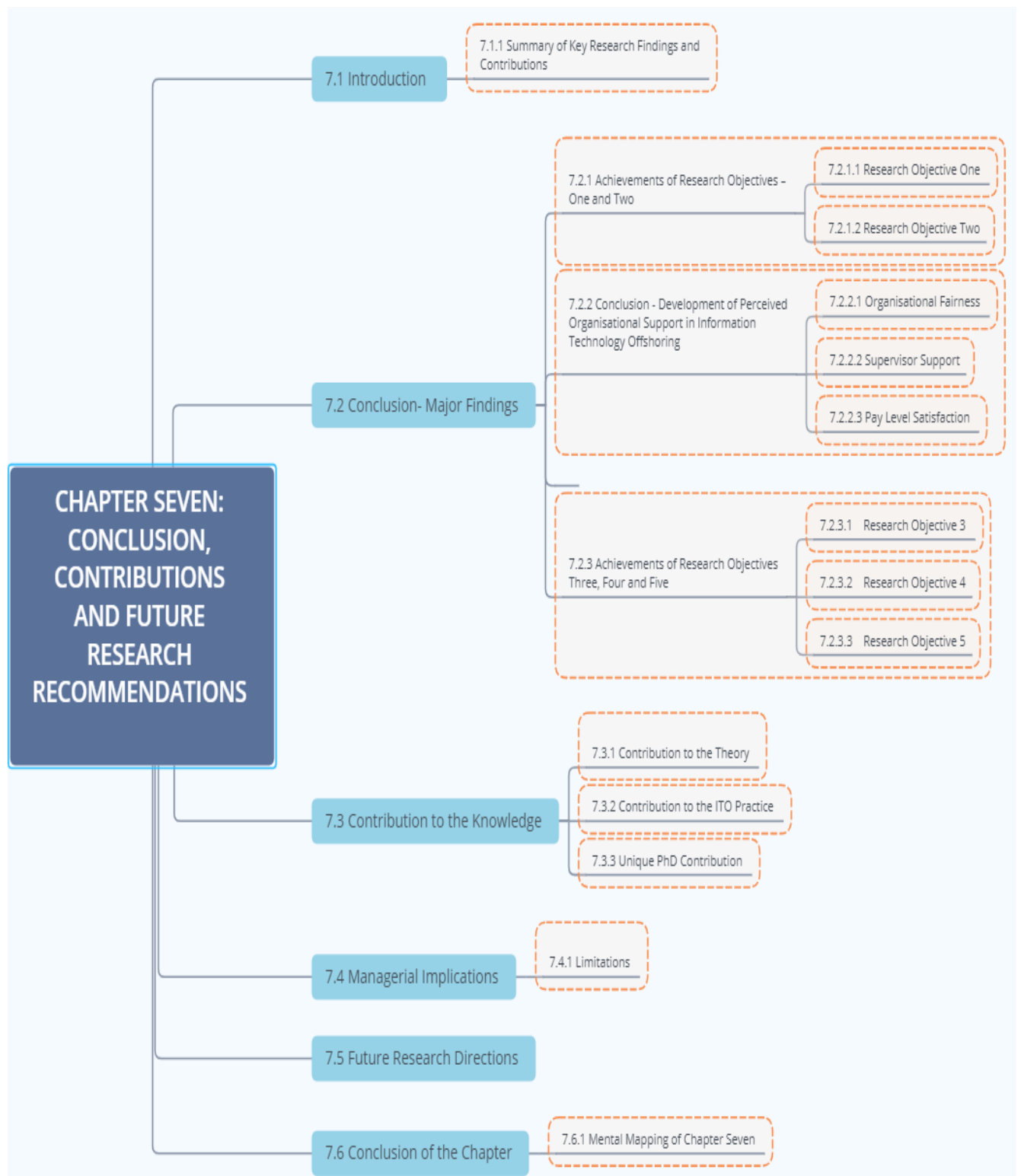
Figure 33 Exhibits the Mental Mapping of Conclusion, Implication and Future Research Direction

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APPENDICES

APPENDIX 1

This section includes the detailed view of philosophical, methodological and ontological aspects mentioned in section 4.3

4.3.1 Positivism

This research study adopts the positivist philosophical stance. Positivists believe that realities are stable, observable and measurable and can be objectively described according to the research outcomes; generally in a controlled environment (Levin, 1988; Creswell, 2003; Saunders, Lewis and Thornhill, 2009). However, positivist requires scientific tools to eventually develop a better understanding. Using quantitative analysis, in this research the researcher predicted the formation of POS, tested the robustness of POS and evaluated the hard rules and laws (Holden and Lynch, 2004). This was achievable via utilizing statistical models (SEM, i.e, refer subsection 4.4) for a large amount of data (i.e, refer section 4.2). Thus, the ultimate purpose of this research was to clarify the effect of determines of POS and its moderated impact on knowledge workers work outcomes (Bryman and Bell, 2015).

As far as this comparative research was concerned, positivism was based upon values of reasons, facts and data gathered via questionnaire response which was measured empirically using quantitative methods using statistical analyses- SEM (Blaikie and Priest, 2019; Saunders, Lewis and Thornhill, 2007; Eriksson and Kovalainen, 2008). This is the prime reason why certain scholars view all positivist researches are empiricist (Alav and Carlson; 1992). It was evident in the literature that the positivism has a rich and long historical research tradition of creating knowledge. The long tradition could be a possible reason deep-rooted in our society that knowledge development (claims) that are not derived through empiricist approach is simply dismissed on the basis of scientific, thus vulnerable (Hirschheim, 1985). As far as this proposed research philosophy is concerned (beliefs about physical and social reality) it adopted an empiricist stance (Burrell and Morgan, 2016; James,

2000). On this notion, the researcher described and predicted what happens in the ITO (social world) by examining patterns and relationship among employers, POS, employees, and their demographic and socio-cultural variables (Burrell and Morgan, 1979; 2006; Clark, Burrell and Morgan, 1981). As advocated by the positivism approach hypotheses were objectively developed and tested to understand and describe the ITO realities.

The empiricist (positivist) philosophy is also comprised of important assumptions about how researchers view and interpret distinguished phenomena. These assumptions support the research strategy, design and methods (Holden and Lynch, 2004; Jabareen, 2009; James, 2000; Kothari, 2008). Researchers argue that paradigm overarches the way of viewing and programing research enquiry. The criticality here is that a researcher who is ignorant of the paradigm but who knows what it takes to be scientifically designing research may legitimately reach incompatible conclusions (Kuhn, 1970).
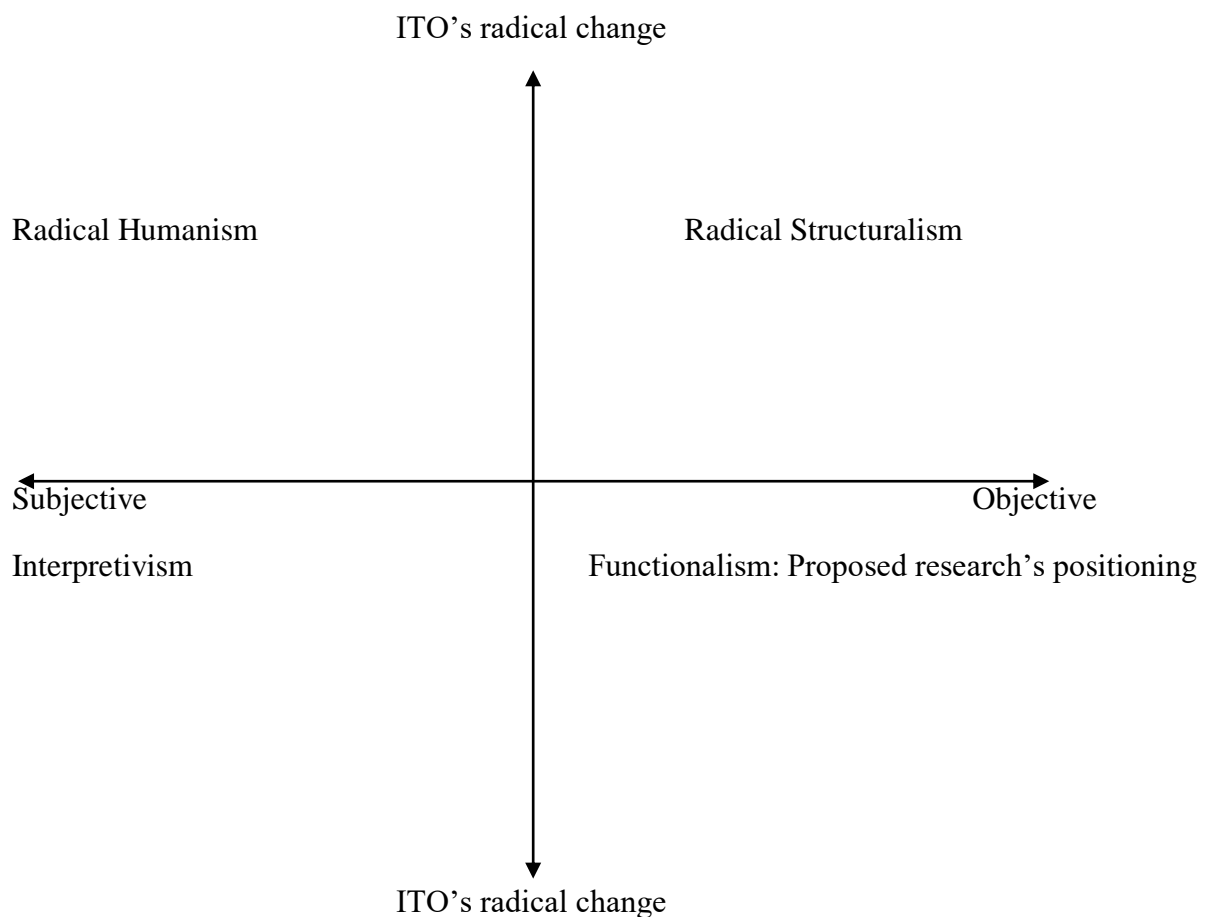
Figure 34 Demonstrates Research Positioning of Comparative Study adapted from Burrell and Morgan (1979)

The above positioning diagram describes the connection between the ITO paradigm and the approach in which the comparative research study was conducted, as an organizational research study (Burrell and Morgan, 1979;2006; Kuhn, 1970). This approach enabled the researchers to understand employer-employees relationships and behaviour as a measurable function (beliefs and actions) via Hypothesis testing (Burrell and Morgan, 1979; 2006; Clark, Burrell and Morgan, 1981). Empiricists believe that what truly occurs in organizations can only be discovered via the classification and scientific measurement of human behaviours and systems, this phenomenon only is truly representative of reality (Dolma and Dolma, 2018). Positivism also applies various models and methods from the 'normal science' to the social science research, which includes theories, application and research instruments. Critical utilization of the key research tools generates unique models from which coherent practice of social science research can be best understood, in distinguished paradigms. These traditions are described as rubrics in research history. On this basis, the researcher speculated that the ITO as a paradigm is extremely critical for researches because it determines what is important to produce desirable work outcomes (via workers associations) (Kuhn, 1970).

Proposed research's epistemological stance
There is a particular, measurable, fragment- able ITO phenomenon of the research interest (Orlikowski and Baroudi, 1991). Underlying, independent relationship predicts workers behaviours (Orlikowski and Baroudi, 1991). The application of appropriate laws can generate desired results as long as the conditions are known (McCarthy, 1978).

Inductive Logic   Deductive logic

Figure 35 Demonstrates Approach to the Comparative study adapted from Burrell and Morgan (1979)

This research was conducted in the ITO industry, among the knowledge workers, investigating their work attitude and behaviours. Thus, as explained, the need is to relate to the empiricist approach to the organizational context, which is beneficial to both the employees and the organization.

4.3.2 Realism

Realism is a rich education philosophy, which is widely used by social science researchers for the advancement of research knowledge. The centric belief of this paradigm is, the reality exists independent of the human mind or in other words nature and the social science co-exists or functions as it is (Holden and Lynch, 2004). Researches view realism as a theory essentially about power and security. This epistemological position acknowledges that reality is independent of the sensation, which is accessible via researchers tools, techniques and theoretical illustrations (Jabareen, 2009; Morgan and Smircichs, 1980). In other words, in this context, the researchers view interdependency should be avoided.

This worldview implies that social structures and groups act independently irrespective of the organizations or societies, they can accumulate power, and their actions can exert pressure on society and apply influence on the organizations or society. Hence, realists emphasize the importance of understanding the social structures, pressures, their functional associations and the limitations in social and humanities researches. In this research study realism as research philosophy was not adopted, because (a) the researchers' objective was not to develop intellectual ability on POS-ITO, and (b) was not to enrich rich content on the formation of perceived organizational support.

4.3.3 Pragmatism

Pragmatism research is a unique research philosophy which provides greater emphasis to the research question to generate the most reliable or desirable research outcomes by allowing more than one data collection methods (Creswell, 2003; Saunders, Lewis and

Thornhill, 2009). As stated, this paradigm is believed as best-fit for mixed-method research, though this research adopts the positivist approach, objectively.

Further, experts of pragmatism argue that the centric focus of pragmatism is the distinct difference between the words and the users of the words or in other words the difference between the interpretations and the expressions. On this notion, a pragmatist may focus to achieve the followings as research objectives in his or her research (a) attempt to study a speaker relative to his audience or (b) possibly study a contextual meaning or (c) examine the invisible meaning of a research context or (d) study the expression of relative distance. However, in this comparative study, the researcher has not adopted this philosophical position because his research did not focus any of the pragmatism objectives as stated.

4.3.4 Interpretivism

Interpretivism is a philosophical stance that advocates researchers to view things differently according to the extent of their axiological beliefs. What holds true for a researcher may not need to hold the same or true (partially or fully) for another researcher. It means interpretivism as a research philosophy influences the researchers to view the world differently; in return, it shapes the way of researching the world, uniquely (Creswell, 2003).

In the context of this research what may be seen as POS and its impact in ITO as of today may not be seen as the same in the future. The interpretivism paradigm embraces the inductive approach to develop a theory or theoretical model via the data collected in research. Hence, interpretivism as a research paradigm only can be considered if this research focuses on the prevalence of absolute organizational support in the ITO and the need to explore the cause and effects (Creswell, 2003; Saunders, Lewis and Thornhill, 2009). As indicated, exploring the causes and effects of POS was not the aim of the proposed research, on this notion; the researcher did not consider the interpretivism as a sensible research philosophy for the research study.

APPENDIX 2 – QUESTIONNAIRE

DISSERTATION SURVEY

Dear Respondent,

My name is Mohamed Ashmel. I am a Ph.D. Candidate at Cardiff Metropolitan University in the United Kingdom. I am currently working on my dissertation and my research is focused on the impact of perceived organizational support on employees' work outcomes.

I am writing to you to request your participation in this brief survey. You participation is critical as one of the individuals randomly sampled for this research study. Your honest responses are very important to the success of this research study.

The information you give will not be identified with you and your identity will remain completely anonymous. Your opinions and responses will only be used when grouped with those of other employees participating in the research survey.

The research questionnaire is easy to fill out and will take only a few minutes to complete. After answering all the questions in the survey, please click the "submit survey" button located at the end of the questionnaire.

If you have any concerns or questions about this survey, please do not hesitate to contact me on the followings;

Email: M.Mohamed_Hashim@outlook.cardiffmet.ac.uk or asy2fana@gmail.com

Telephone: +44 7479922282

Thank you in advance for your participation in this research study.

Sincerely,

Mohamed Ashmel

Cardiff Metropolitan University

RESEARCH QUESTIONNAIRE

Listed below are statements that represent possible opinions that you may or may not have about working for your current employer. Please indicate the degree of your agreement or disagreement with each statement by clicking the answer that best represents your point of view. Remember, there is no right or wrong answer.

Scale Point Descriptors: Seven-Point, Likert-type Scale from 1 (Strongly Disagree) to 7 (Strongly Agree).

1) **Organizational Fairness** (adapted from Ambrose and Schminke, 2009)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Overall, I am treated fairly by my organization.	☐	☐	☐	☐	☐	☐	☐
In general, I can count on my organization to be fair.	☐	☐	☐	☐	☐	☐	☐
In general, the treatment I received while I am around my organization is fair.	☐	☐	☐	☐	☐	☐	☐

2) **Pay level Satisfaction** (adapted from Heneman & Schwab, 1985)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I am satisfied with my take home pay.	☐	☐	☐	☐	☐	☐	☐
I am satisfied with my current salary.	☐	☐	☐	☐	☐	☐	☐
I am satisfied with my overall level of pay.	☐	☐	☐	☐	☐	☐	☐

3) **Supervisor Support** (Adapted from Rhodes and Eisenberger, 2002 & 2011)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My supervisor values my contribution to its well-being.	☐	☐	☐	☐	☐	☐	☐
My supervisor fails to appreciate any extra effort from me.	☐	☐	☐	☐	☐	☐	☐
My supervisor would ignore any complaint from me.	☐	☐	☐	☐	☐	☐	☐
My supervisor really cares about my well-being.	☐	☐	☐	☐	☐	☐	☐
Even if I did the best job possible,	☐	☐	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
my supervisor would fail to notice.							
My supervisor cares about my general satisfaction at work.	☐	☐	☐	☐	☐	☐	☐
My supervisor shows very little concern for me.	☐	☐	☐	☐	☐	☐	☐
My supervisor takes pride in my accomplishments at work.	☐	☐	☐	☐	☐	☐	☐

4) **Perceived Organizational Support** (Adapted from Rhodes and Eisenberger, 2002 & 2011)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My organization values my contribution to its well-being.	☐	☐	☐	☐	☐	☐	☐
My organization fails to appreciate any extra effort from me.	☐	☐	☐	☐	☐	☐	☐
My organization would ignore any complaint from me.	☐	☐	☐	☐	☐	☐	☐
My organization really cares about	☐	☐	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
my well-being.							
Even if I did the best job possible, my organization would fail to notice.	☐	☐	☐	☐	☐	☐	☐
My organization cares about my general satisfaction at work.	☐	☐	☐	☐	☐	☐	☐
My organization shows very little concern for me.	☐	☐	☐	☐	☐	☐	☐
My organization takes pride in my accomplishments at work.	☐	☐	☐	☐	☐	☐	☐

5) **Felt Obligation** (Adapted from Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 200; Liu, 2014)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel a personal obligation to do whatever I can to help my company achieve its goals.	☐	☐	☐	☐	☐	☐	☐
I owe it to my company to give 100% of my energy to my company's goals while I	☐	☐	☐	☐	☐	☐	☐

am at work.							
I have an obligation to my company to ensure that I produce high quality work	☐	☐	☐	☐	☐	☐	☐

6) **Job Satisfaction** (adapted from Emerson, 2013)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Compared to what you think it should be, how satisfied are you with the type of work you currently do?	☐	☐	☐	☐	☐	☐	☐
Compared to what you think it should be, what is your current overall level of satisfaction with your job?	☐	☐	☐	☐	☐	☐	☐
Compared to what you think it should be, how satisfied are you with the amount of work that you currently do?	☐	☐	☐	☐	☐	☐	☐

7) Organizational Citizenship Behaviour (adapted from Lee and Allen, 2002)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I willingly give my time to help others who have work-related problems.	☐	☐	☐	☐	☐	☐	☐
I adjust my work schedule to accommodate other employees' requests for time off.	☐	☐	☐	☐	☐	☐	☐
I go out of the way to make newer employees feel welcome in the work group.	☐	☐	☐	☐	☐	☐	☐
I assist others with their duties.	☐	☐	☐	☐	☐	☐	☐
I attend functions that are not required but that help the organizational image.	☐	☐	☐	☐	☐	☐	☐
I defend the organization when other employees criticize it.	☐	☐	☐	☐	☐	☐	☐
I offer ideas to improve the functioning of the organization.	☐	☐	☐	☐	☐	☐	☐
I take action to protect the organization from potential problems.	☐	☐	☐	☐	☐	☐	☐

8) **In Role Performance** (Adapted from MacKenzie, Podsakoff & Fetter, 1991)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I am outstanding, when all things are considered.	☐	☐	☐	☐	☐	☐	☐
I perform my job that way I like to see it performed.	☐	☐	☐	☐	☐	☐	☐
I am one of this company's most valuable employees.	☐	☐	☐	☐	☐	☐	☐

9) **Positive Mood** (Adapted from Watson et al., 1988)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I generally feel energetic at work.	☐	☐	☐	☐	☐	☐	☐
I generally feel cheerful at work.	☐	☐	☐	☐	☐	☐	☐

10) Turnover Intentions (Adapted from Brashear et al., 2003)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I often think about quitting my present job.	☐	☐	☐	☐	☐	☐	☐
I intend to quit my job.	☐	☐	☐	☐	☐	☐	☐
During the next 12 months, I intend to search for an alternative role (another job, full-time student, etc.) to my present job	☐	☐	☐	☐	☐	☐	☐
I have searched for a new job.	☐	☐	☐	☐	☐	☐	☐

11) What is your gender?

☐ Male

☐ Female

12) What is your religion?

☐ Buddhism

☐ Hinduism

☐ Islam

☐ Any other religion

13) What is your primary language?

☐ Arabic

☐ English

☐ Tamil

☐ Any other language

☐ Sinhalese

14) What is your age?

☐ 18–29 years

☐ 30–39 years

☐ 40–49 years

☐ 50 years and over

15) What is the highest level of education you have attained to date?

☐ Attended college 1 - 3 years or diploma

☐ Graduated or degree

☐ Postgraduate study or masters

☐ Doctorate

13) How long have you worked for your current employer?

☐ 1–12 months

☐ 1–4 years

☐ 5–10 years

☐ 11–14 years

☐ 15 years and over

14) Which of the following most closely matches your job title?

☐ Entry Level/Junior level

☐ Supervisor/Manager

☐ Director/ CEO

15) What is your current marital status?

☐ Single

☐ Married

☐ Divorced or Separated

Thank you again for your time and effort in completing this survey!

APPENDIX 3 – CONTACTS

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