

Original Article

Evaluating Outsourced Staff Job Performance, Satisfaction, Turnover Intentions with Leader-Follower Relationship; Roles of Employee Motivation, Psychological Empowerment and Perceived Organizational Support

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Abstract - Being an outsourced employee for an organization can bring mixed feelings and affect one's contributions. According to reviewed literature, the benefits of adopting it as an organizational strategy to maximize productivity are the driving force for such organizations. Thus this study assessed outsourced employee contributions towards performance, their satisfaction, and turnover intentions juxtaposed with other conditions such as their relationship with leaders, motivation, psychological empowerment, and perceived support using quantitative analysis. After a random sampling and analysis of 130 questionnaires from outsourced employees within a financial institution in Ghana through SPSS, the outcome showed that psychological empowerment positively impacts outsourced employee performance and turnover intention. Coupled with that, the former also showed a moderation effect on the relationship between the Leader-follower relationship and job performance. Furthermore, perceived organizational support impacted outsourced staff performance positively and showed a moderating effect on the leader-follower relationship and job performance. Additionally, motivation moderated the relationship between the Leader-follower relationship and turnover intentions among outsourced staff.

Keywords - Job Performance, Satisfaction, Turnover Intentions, Leader-Follower Relationship, Employee Motivation, Psychological Empowerment, and Perceived Organizational Support.

I. INTRODUCTION

The modern business environment is increasingly becoming competitive and requires both conventional and nonconventional business strategies to enable businesses to thrive. It is not enough to assume certain strategies will best fit organizations until they are empirically tested and proven profitable. Outsourcing staff has been major strategy organizations adopt to minimize operational costs

whiles aiming at the possibility of maximizing profit for the organization. It is, therefore, prudent to assess this strategy to deduce empirical bases for its implementation in organizations. Admittedly, outsourcing has been explored to some extent from literature reviews, but there is room for more exploration. It is based on these aforementioned assertions that outsourcing's impact is being assessed alongside other variables that could explain or impact it. This research aims to explore the topic of outsourcing to a greater extent, hence the use of so many variables that can assist in that perspective.

These variables were chosen to represent a major aspect of the staff's dealings with the organization to assess how each variable's contribution could be independently and jointly assessed.

II. LITERATURE REVIEW

A. Outsourcing

Human resource outsourcing involves the contracting out of sections or all functions of human resource management to external groups rather than the in-house performance of the H.R. functions [1]. Two views arise when H.R. outsourcing is involved; firstly, it is seen as a time creation measure for the human resource department in its strategic partnership. The second view recognizes outsourcing as a mechanism for reducing costs [2]. With time, emphasis on cost reduction as the main basis for outsourcing staff has given way to discovering other benefits such as flexibility, productivity, access to new technological ideas, speed, and innovation in designing applications for businesses [3]. Human resource outsourcing encompasses the delegation of activities such as recruitment, training, strategic planning, administration of benefits, and payroll management to external providers [4]. According to [5], firms are not exempted from challenges with the use of outsourced staff. Firms tend to lose control of certain key operational activities and take



on another challenge of monitoring the outsourcers and their employees. Reference [6] agrees with the latter assertion and explains that outsourcing can stifle the growth of firms' core activities. It can consequently pose challenges arising from a lack of firm-specific knowledge coupled with opportunistic tendencies on the part of the contracted service providers.

B. Job Performance

An employee's output or behavior that an organization values as productive or unproductive constitute job performance [7]. Reference [8] also describes how employees perform their assignments, leading to the attainment of the organization's vision and rewarding the employees accordingly. Employee performance indicates financial or other measurable results emanating from employee-related activities that directly influence the organization's total achievements [9].

C. Job Satisfaction

Reference [10] considers job satisfaction a new emotional state emanating from the assessment of one's work and work experience. Reference [11] opines that the concept is the level at which workers love or hate their work. Job satisfaction depicts the contentment level that is associated with one's job [12]. Existing studies show that there exists a direct correlation between unhappy employees or unsatisfied staff and their departure for other jobs [13].

D. Turnover Intentions

Employees often think about leaving their workplace when they are not given the expected rewards after their hard work [14]. Turnover intention translates into the degree to which employees exit their departments or organizations [15]. Many studies postulate the negative effects of turnover or its intention within organizations. For example, ([16], [17]) suggests that when employees are unhappy and lose trust in their employers, their turnover intention level rises. Reference [18] suggests that existing literature points out that an employee's turnover intention is influenced directly by low measures of job satisfaction. The intention to leave the work often develops into reality with time.

E. Motivation,

Motivation is "the cognitive decision-making process through which goal-directed behavior is initiated, energized, directed and maintained" [19]. Employees are more likely to give off their best and not harbor intentions of quitting if they are highly motivated [20]. Reference [21] views motivation as the power that stimulates and shapes people's actions towards the attainment of targets. Organizations are thus encouraged to make available motivational materials that facilitate employee efforts in innovation and stimulation [22].

F. Leader-Follower Relationship

Leadership and followership elements should be assessed as an integrated concepts that cannot be isolated from each other. The acceptance of its integration has transcended ideological bases to the extent that Business schools in Japan have inculcated the process of teaching the two concepts as an integrated subject [23]. Reference [24] epitomizes the importance of the relationship with the statement that "without the leader-follower relationship, the leader-follower will cease to exist."

G. Perceived Organizational Support

Reference [25] regards it as the level to which an employee considers the value an organization places on the work they perform and the care accorded to them. They suggest that POS creates a sense of worth and competence within employees, thus increasing their positive mood. Research works such as that of [26] show that POS influences job satisfaction positively. Many research works such as that of [27] and [28] have concluded through their works that greater levels of job satisfaction and performance are products of high Perceived Organizational Support levels.

From reviewed literature, a greater aspect of the output of staff hinges on their motivation, psychological empowerment, perceived organizational support, and effectiveness of leader-follower relationships. Hence, this paper intends to scientifically measure outsourced staff output based on possible influences from the aforementioned variables.

III. RESEARCH DESIGN AND METHOD

A quantitative research method was carried out using about one hundred and fifty Ghanaian respondents. A random sampling technique of respondents from the financial sector made up the participant pool. A reliable and valid questionnaire measuring the various variables was given out to the respondents. A period of about three months was used for the administration and retrieval of the questionnaires. Out of the 150 questionnaires distributed, 130 were fit and used for the analysis.

A. Theoretical Framework and Hypotheses

From reviewed literature, a greater aspect of the output of staff hinges on their motivation, psychological empowerment, perceived organizational support, and effectiveness of leader-follower relationships. Therefore, it is deduced that a motivated outsourced staff who feels supported, psychologically empowered, and experiences a good relationship with the leader will be satisfied, perform better, and not consider leaving the job. The aforementioned assumption, coupled with existing literature reviews, are the underlying factors driving this study.

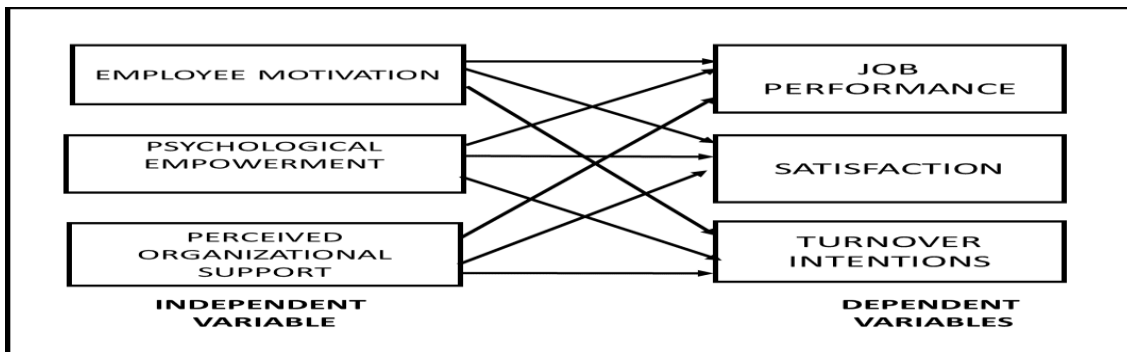


Fig. 1 The Research Design For Hypotheses 1-3

- H1a. Employee motivation impacts job performance
- H1b. Employee motivation impacts job satisfaction.
- H1c. Employee motivation impacts turnover intention

- H2a. Psychological empowerment impacts job performance
- H2b. Psychological empowerment impacts job satisfaction
- H2c. Psychological empowerment impacts turnover intention

- H3a. Perceived organizational impacts job performance
- H3b. Perceived organizational impacts job satisfaction
- H3c. Perceived organizational support impacts turnover intention

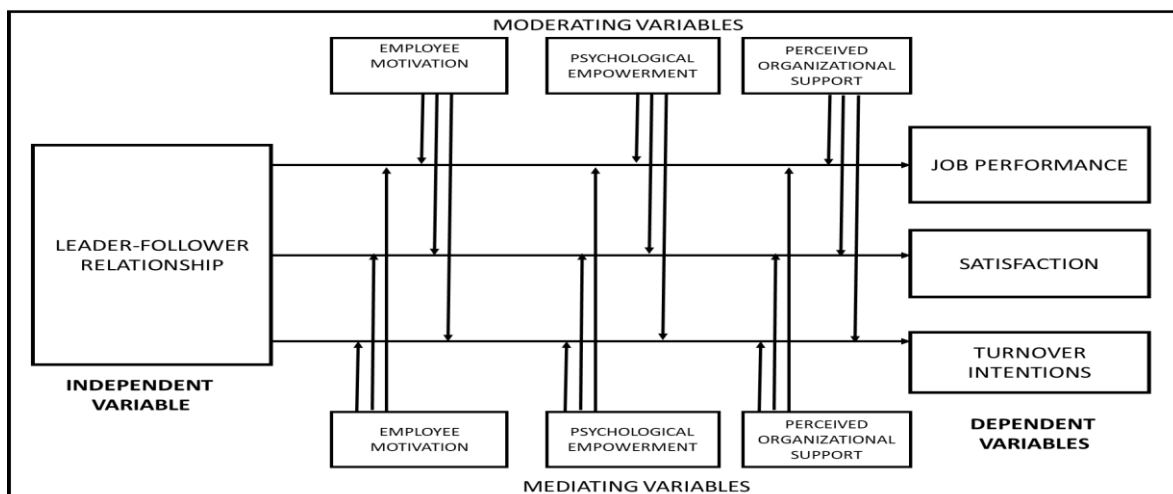


Fig. 2 The Research Design For Hypotheses 4-10

- H4a. Leader-follower relationship impacts job performance
- H4b. Leader-follower relationship impacts job satisfaction
- H4c. Leader-follower relationship impacts turnover intention

- H5a. Employee motivation mediates the relationship between Leader-follower relationships and job performance.
- H5b. Employee motivation mediates the relationship between Leader-follower relationships and job satisfaction.
- H5c. Employee motivation mediates the relationship between the Leader-follower relationship and turnover intentions.

- H6a. Psychological empowerment mediates the relationship between Leader-follower relationships and job performance.
- H6b. Psychological empowerment mediates the relationship between Leader-follower relationships and job satisfaction.
- H6c. Psychological empowerment mediates the relationship between the Leader-follower relationship and turnover intentions.

- H7a. Perceived organizational support mediates the relationship between Leader-follower relationships and job performance.
- H7b. Perceived organizational support mediates the relationship between Leader-follower relationships and job satisfaction.

H7c. Perceived organizational support mediates the relationship between the Leader-follower relationship and turnover intentions.

H8a. Employee motivation moderates the relationship between the Leader-follower relationship and job performance.

H8b. Employee motivation moderates the relationship between Leader-follower relationship and job Satisfaction

H8c. Employee motivation moderates the relationship between the Leader-follower relationship and turnover intentions.

H9a. Psychological empowerment moderates the relationship between the Leader-follower relationship and job performance

H9b. Psychological empowerment moderates the relationship between the Leader-follower relationship and job satisfaction.

H9c. Psychological empowerment moderates the relationship between the Leader-follower relationship and turnover intentions.

H10a. Perceived organizational support moderates the relationship between Leader-follower relationship and job performance.

H10b. Perceived organizational support moderates the relationship between Leader-follower relationship and job satisfaction.

H10c. Perceived organizational support moderates the relationship between Leader-follower relationship and turnover intentions.

B. Measuring Variables

a) Motivation

This was measured by the Work Extrinsic and Intrinsic Motivation Scale (WEIMS). WEIMS corresponds to six types of motivation postulated by Self-Determination Theory (SDT). They consist of 18 items that depict good validity and acceptable alpha reliabilities. The items used in this research have been used by many scholarly works such as [29] and [30]. A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was the measuring scale used.

b) Perceived Organizational Support

Reference [31] shorter version of the Survey of Perceived Organizational Support (SPOS) was used in this

study. According to them, this version has a record of high internal reliability with regard to finance, industrial matters, and insurance ($\alpha = 0.97$). Other research studies have recorded internal reliability ranging from 0.74 and 0.97 to this version [26].

c) Job satisfaction

Job satisfaction was measured using a seven-item survey sourced from work satisfaction measures designed by [32]. The satisfaction of the participants was assessed based on questions relating to their salary, their job roles, and responsibilities

d) Job Performance

Reference [33]'s scale, which has been modified and used by studies such as [34] and [35] for job performance measurement, was used. This study sourced the job performance items from the latter because of the proven reliability. A five-point Likert scale ranging from (1=poor performance, 5= excellent performance) was used.

e) Psychological Empowerment

Reference [36]'s Psychological Empowerment Scale with 12 items was adapted in this study because of its highly appreciated validity and reliability [37].

f) Turnover Intentions

The items of TIS-6 by [37] were used to measure this variable. It has proven valid and recorded a Cronbach alpha value of 0.80.

g) Leader-Follower Relationship

The Leader-Member Exchange 7 questionnaire (LMX-7) was used to measure this variable. According to [38], LMX-7 was developed to measure the quality of working relationships between followers and leaders, just like this variable intended.

h) Data Collection, Population, and sample

The data collection took about a month, with regards to questionnaire distribution and retrieval. The questionnaires were given out to 150 outsourced staff randomly chosen from different branches of one financial institution in Ghana. Out of the 150 questionnaires, 130 were fit for data analysis.

Table 1. Demographic Information Summary

Variables	Number of people	Percentages (%)
Sex		
Male	55	42.3
Female	75	57.7
Age		
18-30	100	76.9
31-40	27	20.7
41+	3	2.3
Tenure		
0-3	45	34.6
4-7	70	53.8
8+	15	11.5
Educational level		
Higher National Diploma	22	16.9
Degree	105	80.8
Degree+	3	2.3

Table 2. Summary of Factor Analysis and Reliability of Variables

Variables	Cronbach's Alpha	Number of items after factor analysis	Selected Item numbers
Job Performance	.886	4	3 4 5 6
Leader-Follower relationship	.793	4	1 2 3 4
Turnover Intentions	.800	5	1 2 3 4 5
Employee Motivation	.923	6	10, 12, 13, 15, 16,17
Psychological Empowerment	.896	4	4 5 6 7
Perceived Organizational Support	.739	5	4 5 6 7 8
Job Satisfaction	.838	5	2 3 4 5 7

See the appendix for a tabulated correlation analysis summary and a full list of items of the questionnaire used in the study.

IV. FINDINGS AND DISCUSSIONS

Table 3. Hypotheses Findings

No	Hypotheses	Result ($p < 0.05$)	Decision
1	H1a. Employee motivation impacts job performance positively among outsourced staff	[B: 0.007; F = 0.010, R2 = 0.000; P (0.921)]	REJECTED
2	H1b. Employee motivation impacts job satisfaction positively among outsourced staff	[B: 0.002; F = 0.001, R2 = 0.000; P (0.975)]	REJECTED
3	H1c. Employee motivation impacts turnover intention positively among outsourced staff	[B: 0.007; F = 0.284, R2 = 0.002; P (0.595)]	REJECTED
4	H2a. Psychological empowerment impacts job performance positively among outsourced staff	[B: -.175; F = 3.984, R2 = 0.030; P (0.048)]	ACCEPTED
5	H2b. Psychological empowerment impacts job satisfaction positively among outsourced staff	[B: 0.007; F = 0.440, R2 = 0.003; P (0.508)]	REJECTED
6	H2c. Psychological empowerment impacts turnover intention positively among outsourced staff	[B: -.292; F = 10.267, R2 = 0.074; P (0.002)]	ACCEPTED
7	H3a. Perceived organizational impacts job performance positively among outsourced staff	[B: .325; F = 15.759, R2 = 0.110; P (0.000)]	ACCEPTED
8	H3b. Perceived organizational impacts job satisfaction positively among outsourced staff	[B: .067; F = 0.982, R2 = 0.008; P (0.323)]	REJECTED
9	H3c. Perceived organizational support impacts turnover intention positively among outsourced staff	[B: -.0762; F = 0.672, R2 = 0.005; P (0.414)]	REJECTED
10	H4a. Leader-follower relationship impacts job performance positively among outsourced staff	[B: -.292; F = 2.030, R2 = 0.123; P (0.157)]	REJECTED
11	H4b. Leader-follower relationship impacts job	[B: .113; F = 2.824, R2 = 0.022;]	REJECTED

	satisfaction positively among outsourced staff	P (0.095)]	
12	H4c. Leader-follower relationship impacts turnover intention positively among outsourced staff	[B: -.124; F = 1.796, R2 = 0.014; P (0.183)]	REJECTED
13	H5a. Employee motivation mediates the relationship between Leader-follower relationships and job performance.	[B: -.047; SE = .03, 95% CI= -.0760, .0243]	REJECTED
14	H5b. Employee motivation mediates the relationship between Leader-follower relationships and job satisfaction among outsourced staff.	[B: -.013; SE = .02, 95% CI= -.0619, .0325]	REJECTED
15	H5c. Employee motivation mediates the relationship between Leader-follower relationship and turnover intentions among outsourced staff.	[B: .031; SE = .04, 95% CI= -.0305, .1145]	REJECTED
16	H6a. Psychological empowerment mediates the relationship between Leader-follower relationships and job performance among outsourced staff.	[B: .041; SE = .02, 95% CI= -.0026, .1001]	REJECTED
17	H6b. Psychological empowerment mediates the relationship between Leader-follower relationships and job satisfaction among outsourced staff.	[B: .004; SE = .02, 95% CI= -.0311, .0389]	REJECTED
18	H6c. Psychological empowerment mediates the relationship between Leader-follower relationship and turnover intentions among outsourced staff.	[B: .098; SE = .04, 95% CI= -.0214, .1944]	REJECTED
19	H7a. Perceived organizational support mediates the relationship between Leader-follower relationship and job performance among outsourced staff.	[B: .061; SE = .04, 95% CI= -.0072, .1463]	REJECTED
20	H7b. Perceived organizational support mediates the relationship between Leader-follower relationships and job satisfaction among outsourced staff.	[B: .033; SE = .06, 95% CI= -.0199, .0428]	REJECTED
21	H7c. Perceived organizational support mediates the relationship between Leader-follower relationship and turnover intentions among outsourced staff.	[B: -.012; SE = .06, 95% CI= -.0553, .0335]	REJECTED
22	H8a. Employee motivation moderates the relationship between Leader-follower relationship and job performance among outsourced staff.	[B: -.169; F (1,126) = 3.15, R2 = 0.149; P (0.078)]	REJECTED
23	H8b. Employee motivation moderates the relationship between Leader-follower relationship and job Satisfaction among outsourced staff	[B: -.010; F (1,126) = 0.149, R2 = 0.001; P (0.700)]	REJECTED
24	H8c. Employee motivation moderates the relationship between Leader-follower relationship and turnover intentions among outsourced staff.	[B: -.150; F (1,126) = 21.610, R2 = 0.143; P (0.000)]	ACCEPTED
25	H9a. Psychological empowerment moderates the relationship between Leader-follower relationship and job performance among outsourced staff.	[B: -.088; F (1,126) = 11.778, R2 = 0.082; P (0.001)]	ACCEPTED
26	H9b. Psychological empowerment moderates the relationship between Leader-follower relationship and job satisfaction among outsourced staff.	[B: 0.11; F (1,126) = 0.265, R2 = 0.002; P (0.607)]	REJECTED
27	H9c. Psychological empowerment moderates the relationship between Leader-follower relationship and turnover intentions among outsourced staff.	[B: -.014; F (1,126) = 0.257, R2 = 0.002; P (0.613)]	REJECTED
28	H10a. Perceived organizational support moderates the relationship between Leader-follower relationship and job performance among outsourced staff.	[B: 0.067; F (1,126) = 4.295, R2 = 0.029; P (0.040)]	ACCEPTED
29	H10b. Perceived organizational support moderates the relationship between Leader-follower relationship and job satisfaction among outsourced staff.	[B: -.001; F (1,126) = 0.003, R2 = 0.000; P (0.960)]	REJECTED
30	H10c. Perceived organizational support moderates the relationship between Leader-follower relationship and turnover intentions among outsourced staff.	[B: -.015; F (1,126) = 0.178, R2 = 0.001; P (0.674)]	REJECTED

From the literature review, coupled with the findings of this research, it is evident that the outsourced staff's employment is an integral strategy for organizations to maximize productivity. Though a greater percentage of the hypotheses failed [24/30: 80%], the few successful ones [6/30: 20%] buttress the existing literature that the concept of staff outsourcing is rewarding for organizations. A variety of variables were chosen based on their existing contributions to the discourse. Their effectiveness measured them as contributory (moderator), explanatory (mediator), directly influential (independent), and resultant (dependent variables) factors. The main assumption that the relationship between the leader and outsourced staff could impact their performance, job satisfaction, and turnover intentions was rejected. The mediating variables represented by motivation, psychological empowerment, and perceived organization support could not explain the hypothetical relationship anticipated between the leader-follower relationship and the dependent variables. It would have been surprised to find any mediating effect because there was no direct impact or relationship between leader-follower relationship and performance, satisfaction, or turnover intentions. Thus the sequentially recorded rejections of the mediating hypotheses buttress the rejected hypotheses that sought to assess the impact of the leader-follower relationship with performance, job satisfaction, and turnover intentions. The absence of an impact of the leader-follower relationship on the dependent variables eliminates possible causal relationships that would have been attributed to the mediating variables.

Nevertheless, variables that sought to depict native emotional support for the outsourced staff showed a positive result. For example, psychological empowerment impacted positively on their job performance and diminished turnover intentions among the staff. Furthermore, staff perception of support from the organization impacted their job performance. Consequently, these two variables caused an impact when measured as moderating variables on at least one dependent variable. Additionally, employee motivation moderated the relationship between the Leader-follower relationship and turnover intentions among outsourced staff. These show that organizations can invest in financially less costly strategies targeted at outsourced employees' emotional wellbeing to maximize their input. Organizations can use these results as a guide to enable them to plan adequately with the limited resources at their disposal.

A. Limitations and Directions for Future Researchers

The sample size used in this research is smaller and could have impacted the research outcome. Future researchers could adopt a larger sample size for similar research works. Also, it would be welcoming to find a qualitative analysis of similar research to explore the variables in that regard. Other anticipated independent and moderating variables aside, the ones used in this study could be assessed to broaden the literature on employee outsourcing. These limitations and directions for future researchers, if adopted, would augment existing literature

and lay stronger foundations for other research works to be carried out.

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2. How do you rate yourself in terms of your ability to reach your goals? 1 2 3 4 5
3. How do you rate yourself in terms of your performance potential among co-workers in your company? 1 2 3 4 5
4. How do you rate yourself in terms of the quality of your performance in regard to customer relations? 1 2 3 4 5
5. How do you rate yourself in terms of the quality of your performance in regard to the management of time, planning ability, and management of expenses? 1 2 3 4 5
6. How do you rate yourself in terms of the quality of your performance in regard to knowledge of your products, company, competitors' products, and customer needs? 1 2 3 4 5

Turnover Intention

To what extent do you relate to the following:

(1: never, 2: rarely, 3: sometimes, 4: very often 5: always)

1. How often have you considered leaving your job?
2. How satisfying is your job in fulfilling your personal needs?
3. How often are you frustrated when not given the opportunity to work to achieve your personal work-related goals?
4. How often do you dream about getting another job that will better suit your personal needs?
5. How likely are you to accept another job at the same compensation level? Should it be offered to you?
6. How often do you look forward to another day at work?

POS

To what extent would you agree to the following:

(1: strongly disagree, 2: disagree, 3: neither, 4: agree, 5: strongly agree).

1. My contribution is valued by the organization towards its growth
2. My well-being is really important to the organization.
3. My general satisfaction at work is important to the organization.
4. The organization is proud of my work accomplishments.
5. Any additional effort from me is not appreciated by the organization.
6. Complaint from me is ignored by the organization.
7. The organization would not recognize it even if I achieved the best results.
8. The concern for my well-being is very little in the organization.

MOTIVATION

To what extent would you agree to the following as reasons why you are presently involved in your work (1: strongly disagree, 2: disagree, 3: neither, 4: agree to 5: strongly agree).

1. Because this is the type of work I chose to do to attain a certain lifestyle.
2. For the income it provides me.
3. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.
4. Because I derive much pleasure from learning new things.
5. Because it has become a fundamental part of who I am.
6. Because I want to succeed at this job, if not, I would be very ashamed of myself.
7. Because I chose this type of work to attain my career goals.
8. For the satisfaction I experience from taking on interesting challenges
9. Because it allows me to earn money.
10. Because it is part of the way in which I have chosen to live my life.
11. Because I want to be very good at this work. Otherwise, I would be very disappointed.
12. I don't know why we are provided with unrealistic working conditions.
13. Because I want to be a "winner" in life.
14. Because it is the type of work I have chosen to attain certain important objectives.
15. For the satisfaction I experience when I am successful at doing difficult tasks.
16. Because this type of work provides me with security
17. I don't know, too much is expected of us
18. Because this job is a part of my life

JOB SATISFACTION

The response ranges from 1 Very Dissatisfied, 2 Dissatisfied, 3 Neutral, 4 Satisfied, and 5 Very Satisfied. Each question had the phrase, "On my present job, this is how I feel about...."

**APPENDIX
QUESTIONNAIRE**

Employee Job Performance

How would you rate your performance on the following items?

(1: poor performance, 2: moderate performance, 3: good performance, 4: very good performance 5: excellent performance)

1. How would you rate yourself in terms of the quantity of work (e.g., sales) you achieve?

1. I am satisfied with my ability to maintain my standard of living
2. I am satisfied with my current economic security
3. I am satisfied that the work that I do is important
4. I am satisfied that my current job is challenging
5. I am satisfied that my current job is rewarding
6. My job holds responsibility commensurate with my time in service
7. My job is preparing me for positions of greater responsibility

PSYCHOLOGICAL EMPOWERMENT

Listed below are a number of self-orientations that people may have with regard to their work roles. Using the following scale, please indicate the extent to which you agree or disagree to the following:

- 1: strongly disagree, 2: disagree, 3: neither, 4: agree to 5: strongly agree
1. I am confident about my ability to do my job.
 2. The work that I do is important to me.
 3. I have significant autonomy in determining how I do my job.
 4. My impact on what happens in my department is large.
 5. My job activities are personally meaningful to me.
 6. I have a great deal of control over what happens in my department.
 7. I can decide on my own how to go about doing my own work.
 8. I have considerable opportunity for independence and freedom in how I do my job.
 9. I have mastered the skills necessary for my job.
 10. The work I do is meaningful to me.
 11. I have significant influence over what happens in my department.
 12. I am self-assured about my capabilities to perform my work

LEADER-FOLLOWER RELATIONSHIP

For each of the items, indicate the degree to which you think the item is true for you:

- A. Do you know where you stand with your leader, and do you usually know how satisfied your leader is with what you do? 1. Rarely 2. Occasionally 3. Sometimes 4. Fairly often 5. Very often
- B. How well does your leader understand your job problems and needs? 1. Not a bit 2. A little 3. A fair amount 4. Quite a bit 5. A great deal
- C. How well does your leader recognize your potential? 1. Not at all 2. A little 3. Moderately 4. Mostly 5. Fully
- D. Regardless of how much formal authority your leader has built into his or her position, what are the chances that your leader would use his or her power to help you solve problems in your work? 1. None 2. Small 3. Moderate 4. High 5. Very high
- E. Again, regardless of the amount of formal authority your leader has, what are the chances that he or she would "bail you out" at his or her expense? 1. None 2. Small 3. Moderate 4. High 5. Very high
- F. I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so. 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree
- G. How would you characterize your working relationship with your leader? 1. Extremely ineffective 2. Worse than average 3. Average 4. Better than average 5. Extremely effective

Correlations

		TOTAL LEADER-FOLLOWER RELA	TOTAL JOB SATIS	TOTAL EMPLOYEE PERF	TOTAL MOTIVA	TOTAL POS	TOTAL PSYC EMP	TOTAL TURNOVER INT
TOTAL LEADER-FOLLOWER RELA	Pearson Correlation	1	.147	.125	-.317**	.193*	-.280**	-.118
	Sig. (2-tailed)		.095	.157	.000	.027	.001	.183
	N	130	130	130	130	130	130	130
TOTAL JOB SATIS	Pearson Correlation	.147	1	.386**	.003	.087	-.059	.085
	Sig. (2-tailed)	.095	.000	.975	.323	.508	.338	
	N	130	130	130	130	130	130	
TOTAL EMPLOYEE PERF	Pearson Correlation	.125	.386**	1	.009	.331**	-.174*	.074
	Sig. (2-tailed)	.157	.000	.921	.000	.048	.400	
	N	130	130	130	130	130	130	
TOTAL MOTIVA	Pearson Correlation	-.317**	.003	.009	1	-.047	.201*	-.047
	Sig. (2-tailed)	.000	.975	.921	.599	.022	.595	
	N	130	130	130	130	130	130	
TOTAL POS	Pearson Correlation	.193*	.087	.331**	-.047	1	-.187*	-.072
	Sig. (2-tailed)	.027	.323	.000	.599	.033	.414	
	N	130	130	130	130	130	130	
TOTAL PSYC EMP	Pearson Correlation	-.280**	-.059	-.174*	.201*	-.187*	1	-.272**
	Sig. (2-tailed)	.001	.508	.048	.022	.033	.002	
	N	130	130	130	130	130	130	
TOTAL TURNOVER INT	Pearson Correlation	-.118	.085	.074	-.047	-.072	-.272**	1
	Sig. (2-tailed)	.183	.338	.400	.595	.414	.002	
	N	130	130	130	130	130	130	

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

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