Inside the Ready-Made Garment (RMG) Industry: The Role of Perceived Support on Employee Performance

Mohammad Rabiul Basher Rubel and Daisy Mui Hung Kee

School of Management, University Sains Malaysia, Penang,
Malaysia, 11800 Minden Penang, Malaysia

Abstract: Recognizing that current theories of organizational supports mainly focus on perceived organizational support, we operationalize the level of perceived support in terms of organizational, supervisory and coworkers. Testing our hypothesis on 150 production employees of Ready-Made Garment (RMG) industry in Bangladesh, we find that there is a positive relationship between perceived supports and employees' performance. The findings of the study show that perceived organizational, supervisory and coworkers' supports explained 56.4% variance of their in-role performance, whereas these three variables comprised 46% variance of extra-role performance. Among the entire hypotheses perceived organizational support showed a highest beta value (0.493) with employee in-role performance.

Key words: Perceived support · In-role performance · Extra-role performance · Ready-made garment industry (RMG)

INTRODUCTION

Employees of the organization make the dramatical differences related with innovation, organizational performance, competitiveness and the ultimate business success [1]. Employees through their performances ensure the survival and development of the organization in a hypercompetitive environment [2]. Therefore employee and their contribution should be treated as the most vital element of every organizationsuccess [3]. This scenario is well portrayed in the development of Ready-made garment (RMG) industry in Bangladesh. This industry occupies a unique position in the country's economy as well as in the foreign earnings of the country [4]. Local literature in this area also argues that the advancement ofRMG industry largely depends on the valuable efforts and contribution of the employees [5]. Employee contribution is obligatory of their individualdevelopment as well as industry's development of the RMG sector of Bangladesh [6].

On the other hand, employees view organization concerningthe extent to which their organization values their contributions and caresabout their well-being [7].

Organizational support theory is developed considering the nature and outcomes of such perceived organizational support (POS) [8]. The theory assumes that employee's trade off their effort and dedication totheir organization for POS based on the norm of reciprocity [7]. A large body ofevidence(meta-analysis) indicates that POS has strong effect on four employee outcomes (organizational commitment, job satisfaction, performance and intention to leave) [9]. Consistent with this findings, local researchers of Bangladesh also suggest the RMG organizations to care and value the employees for sustaining the growth trend of the industry.

Local researchers like [10] reveal that for increasing the performance of the employees organization should motivate them and treat them as the valued resources. Organizational concern for employees will eventually enhance their commitmentto and attachment with the organization [5]. Suitable support from management will enhance their level of satisfaction and devotion to achieve the organizations' objectives [11, 12]. More specifically, employees in this industry deserve the appropriate recognition as return for their contribution to the organization [11, 5].

Corresponding Author: Mohammad Rabiul Basher Rubel, School of Management, University Sains Malaysia, Penang, Malaysia, 11800 Minden Penang, Malaysia.

Further the support of the supervisor is also important for labour oriented organization especially in RMG industry. [4] recommended that supervisor's commitment to their subordinate is vital to increase their performance as supervisors arecloser with their subordinates. [12] recommends that supervisor's positive behavior can make the employees more committed and devoted to their work for the development of the organization. Likewise, coworker's support is also considered important for enhancing both the task oriented and non-task oriented performance of employees. Coworkers are considered as the family member within the organization and their relation with one another has the significant influence on both their attitude and behavior. [5] reveal that coworkers'cooperation with each other helps their wok life easier and also increase the sense of sharing tendency of their non-work activities.

Therefore it can be asserted that support from the organization is the mechanism for making employees more organization oriented through their in-role and extra-role performance. In-role performance achieves task-oriented objectives [13] and extra-role performance promotes organizational culture of cooperation and friendly behavior through promoting organizational citizenship behavior (OCB) [14]. RMG organisationsshould take the responsibility of enhancing employee in-role and extra-role performance. A research report published in a popular daily newspaper the "ProthomAlo" [15] regarding RMG employee reveals that organizations can gain the competitive advantage and their employee will be competent like as the Chinese workers if they are able to provide proper support to the employees and can assure better management practices. In this paper we suggest that social supports in the forms of POS, supervisory and coworkers' support will be positively related to employee's both in-role and extra-role performance.

Early researchers also find that organizational support [8] supervisory support [16, 17] and coworkers support [18] are indispensable for the employees to concentrate on the advancement of the organisation through enhancing their performance. Previous literatures in this arena find significant influence of POS on different attitudinal and behavioural outcome of employee for instance, job satisfaction [19], organizational commitment [20], turnover intention [21, 22] and work family conflict [23]. Researchers also find the effect of different dimensions of organisational supports on employee behavioural outcome such as POS and employee in-role performance [24, 25], POS and employee extra-role performance [7], supervisor support and employee performance [26, 17], coworkers support and employee performance [18].

However, there is lack in identifying the influences of three dimensions of perceived supports (POS, perceived supervisory support and coworkers support) on employee performance. The relationship between perceived supports including its dimensions (perceived organizational, supervisory and coworkers support) and employee behavioural outcome (employee performance: in-role and extra-role performance) is also a research gap in the developing country context. Moreover, in the context of Bangladesh, analyzing the relationship between perceived supports and employee performance is found a gap in previous studies as well. Therefore, the present study focuses its attention on three different aspects of perceived supports (organizational, supervisor and coworkers) and their influences on both employee in-role and extra-role performance.

The present focus is on employee in-role and extra-role performance because both indicate a more holistic contribution [27] and more effective employee outcomes for the organization [28]. Thus, the theoretical model of this study is exhibited in Figure 1 representing the relationship between perceived supports (perceived organizational, supervisory and coworkers support) and employee performance (in-role and extra-role).

Literature Review and Hypothesis
Employee Performance: Performance is the behavioural outcome of employee in the organisation indicating their efforts towards the job as well as the organization. [29] argued that performance is the combined value of employee's both direct and indirect contribution towards the objectives of the organization. Therefore, the concept of employee performance is defined as the combination of both the work related and non-work related efforts to the organization based on their job design [30]. Employee performance can be clarified based on in-role and extra-role performance. [31] delineate in-role performance is the behaviors of employee intended to accomplish the organizational objective allocated to them according to their job description. Work related performance are considered as the most influential and has gain more attention by the organsation [32] and typically regarded as the ultimate responsibility for which employees are employed to perform based on the concept of reciprocity.
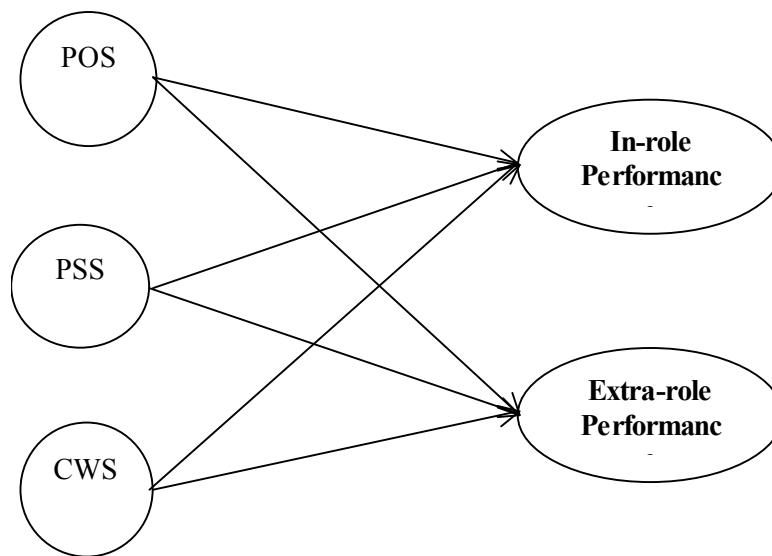
Fig. 1: Theoretical Framework of Organizational support and employee performance: Perceived organizational supports (POS), Perceived supervisory support (PSS), Coworkers support (CWS) and employee In-role performance (IRP) and Extra-role performance (ERP).

On the other hand extra-role performance underlines the involvement of individual employee above and beyond their prescribed task performance and such additional tasks maintain the emotional relationship among the employees that also influence their specific task involvement [14]. In-role performance is the performance of standard job activities and extra-role performance are related with employee activities that support the organization but are not explicitly required of them [7]. These authors have suggested that both type of performance are critical for the organization to make the organization more productive and also to adopt a suitable work environment within the organization.

Therefore, organization needs to know how they can convert the efforts of human resources as capital for the organization. Literatures find the link of different factorsinfluencing the employees to be productive and to be more organization oriented such as, job satisfaction [33], human resource management (HRM) practices, [34], organizational commitment [35] and organizational support [16]. Moreover, organizational HRM, employee satisfaction, commitment are found related with perceived support [14]. Therefore, social support is a wider concept related to the overall performance of the employees. Thus it can be clarified that the proper and well accepted support from organization can shape and change the behavior of employees towards the organization in a desired direction and the result is the development of both the organization and the employees as well [24].

Perceived Support: The notion of employee perceived support stems from the broader social-support literature. It is typically noticed as a global construct [36] with a range of definitional dimensions that fluctuate in meaning and circumstances. One of the most widely used dentitions is derived from [37], who defined employee perceived support (social support) as an individual's belief regarding value, care and well-being as considered a part of an organized social network of mutual obligation. Further, organizational support is conceptualized as the degree to which individuals perceive that their contribution is valued and recognized by workplace sources, such as supervisors and the broader organisation where they are attached [8, 38].

Further, [39] clarify that perceived support is the interpersonal relationships and social interfaces that help to protect individuals from the effects of stress to pursue them to escalating the performance. Therefore, both the availability and the quality of support are important social assets for individual adjustment, well-being and performance as well [40]. Support in the organisation can be of different forms such as, instrumental aid, emotional concern, informational and appraisal functions of others that serve to heighten one's feelings of self-importance [41, 35]. Therefore, support in the work sphere may come from several sources such as coworkers, the immediate supervisor and the organisation itself [42]. Thereby, it can be asserted that perceived support is the perception of employees regarding the care, value and recognition by

the close look of the colleague, immediate supervisor and the overall organisation that enhance the performance and pursue the employee to be committed to the organisation.

Perceived Organisational Support (POS) and Employee Performance: Organisational support theory reveals that individual illustrates the organisation by ascribing human-like characteristics to them which may help to develop positive social exchange with the organisation [43]. Perceived organisational support refers to employee beliefs regarding the degree to which an employer value and recognize the contribution of the employee to the organisation [44]. Researchers in this area find the significant influence of perceived organisational support on employee performance. [7] find a positive relationship between employee extra-role performance and perceived organisational support. In other literature [3] find a positive significant influence of perceived organisational support on nurse in-role performance (task performance). In another recent study, [22] find development oriented perceived organisational support has the influence on employee performance. In the context of RMG industry in Bangladesh POS is found indispensible for increasing employee in-role performance [6]. The authors find high positive relationship between POS and in-role performance. Thus, it is believed that employee perceived support from organisation will make employee positive to be performance oriented. [45] find the effect of perceived organisational support is more significant for enhancing employee performance and citizenship behavior. Thus the following hypothesis can be considered:

Hypothesis1: Perceived organisational support is positively related to employee performance (in-role and extra-role).

Perceived Supervisory Support and Employee Performance: Supervisory support comprises of general expressions (emotional support) and tasks oriented involvement (instrumental support) from supervisor that is intended to increase the well-being [36] as well commitment and performance [46] of the employees. In terms of exchange relationship, [47] advocate that high-quality supervisor-subordinate relationship is typically friendly and supportive. Based on the social exchange theory [48] clarify that perceived support from the supervisor enhance the felt obligation to both supervisor and the organisation as reciprocity in employee-employer relationship. In explaining the relationship between

supervisor support and employee performance, [49] reveal that supervisory support is one of the main components of employee performance. The authors find a significant positive relationship of perceived supervisory support on both in-role and extra-role performance. On the other hand in a previous study [50] find a consistent significant influence of supervisory support on both organisational commitment and performance. On the basis of leader member exchange relationship, [51] find from their study that expected support from supervisor is positively related to employee in-role performance and citizenship behaviour. Therefore, it can be hypothesized:

Hypothesis 2: Perceived supervisory support is positively related to employee performance (in-role and extra-role).

Coworker's Support and Employee Performance: Coworker support is the beliefs of employees in the organisation that coworkers provide instrument (work related) and emotional assistance [52] to an individual employee. [53] have asserted that coworker support is the amount of instrumental aid, emotional concern, informational and/or appraisal functions from peer and coworkers. Coworker support can be given in four areas: emotional support (caring, empathy, trust), instrumental support (providing tangible aid or goods), informational support (assisting in problem solving) and appraisal support (affirmation or communicating self-evaluation) [54]. Thus, coworker support is the encouragement of the peer groups which helps the employee to be more job oriented and effective within the existing organisational setting. Coworker's relationship is also found significant for escalating the performance of others in the organisation. [19] find that employee perceived coworkers support and involvement can reduce stress and increase both job satisfaction and job performance. The perceived task related support and non-work support from coworkers can mitigate the negative outcomes of individuals in the organisation to increase performance [55]. The authors clarify that support from the coworkers can reduce the job related stress and increase performance through their mental and physical involvement. [56] consider coworkers support as perceived social support in the organisation and find a significant positive effect on employee performance. Further, in a recent study

Hypothesis 3: Perceived coworkers support is positively related to employee performance (in-role and extra-role)

MATERIAL AND METHODS

Research Design: The study is quantitative in nature in which a correlational research design was employed where data were collected by using the survey method. Independent variables were considered as the dimensions of perceived supports (organisational support, social support and coworkers support). On the other hand dependent variables were the performance of employees (in-role performance and extra-role performance) in the organisation.

Sampling and Data Collection: A sample consists of 15 RMG organisations located in two major locations; Dhaka and Narayangong in Bangladesh were considered. We considered these two locations because 80% organisations are located there [57]. A purposive judgmental sampling was employed for collecting the responses for this study. Total 400 questionnaires were sent and only 175 questionnaires were returned. Among the returned questionnaire 150 were found suitable for data analysis.

Data Analysis: This study used partial least square a second generation technique for data analysis. This second generation technique can overcomes the limitations of first generation techniques Statistical Package of Social Science (SPSS) and consequently gives the researcher the flexibility to statistically test prior substantive/theoretical and measurement assumptions against empirical data [58]. Partial Least Square (PLS), also known as the variance-based structural equation model, is a technique consisting of factor analysis, correlation and regression analysis. The present study used PLS to test the hypothetical relationship. Survey data were input into SPSS v. 20 to conduct the descriptive analysis.

Measurement Instrument: The measurement instrument in this study was structured questionnaire. The items of the questionnaire for this study were adapted from previous research which was widely used by other researchers. Three dimensions were considered for measuring employee perceived support, such as, organisational support, supervisory support and coworkers support. Earlier studies examined POS of many occupational groups in different organisational setup for measuring POS and found significant internal consistency of the unidimensionality of POS [8]. To assess employees' perceptions regarding POS, we considered high loading items from the Survey of Perceived Organisational Support (SPOS) (items 1, 4, 9 and 20) [44] with factor

loadings, respectively, of 071, .74, .83 and .72. Further, for measuring perceived supervisory support 4 items were adapted from [60] and the items loadings were also found higher than the minimum acceptable limit [59].

Further, 6 items were considered for measuring coworkers support and adapted from [55]. Lastly, for measuring employee performance 6 items were considered for both in-role performance and extra-role performance. These items were adapted from [61] and the alpha value shows 0.92 for in-role performance and 0.91 for extra-role performance. Self-rated performance measure was considered for this study. Earlier researchers also employed self-rated performance measurement [50]. Researchers like, [62] find significant correlation between self-rating and supervisor's rating of performance. Based on these arguments, this study considers self-rating performance measurement.

RESULTS

Demographic: The average age of the respondents in this study was 25 years (SD = 3.76). A majority of respondents was found married (62.1%). Respondents were also asked to answer regarding their category of job types as an operator in the organisation. Among the 150 respondents 28% were found as helper of the operator and 22% were working as a junior operator in the organisation. Whereas, 25.3% (highest percentage) respondents were working as senior operator and the rest 24.7% were in the operator category. Average work experience was found 5.89 years.

Measurement Model: Convergent validity and discriminate validity were assessed to observe the measurement model. Convergent validity was examined by measuring reliability, composite reliability (CR) and the average variance extracted (AVE). In the current study, both AVEs and CRs were found higher than 0.50 and 0.70 as suggested by [59]. Reliability of items was measured by each item's loading on its subsequent constructs. A rule of thumb suggests that the item loading should exceed 0.50 or higher [63]. In this study one item is deducted (item 6) from coworker's support due to the loading found lower than the minimum acceptable value. Table 1shows that the CR of all the constructs exceeded 0.70, with the lowest value being 0.825 for extra-role performance. In the same table the AVEs of all the constructs exceeded 0.50 with the lowest value at 0.612 for extra-role performance are shown. Hence all the criteria of convergent validity were fulfilled.

Table 1: Result of measurement model

Constructs	Loadings	Alpha	CR	AVE
CWS1	0.851	0.851	0.895	0.633
CWS2	0.870			
CWS3	0.632			
CWS4	0.808			
CWS5	0.794			
ERP1	0.762	0.700	0.825	0.612
ERP2	0.745			
ERP3	0.837			
IRP1	0.922	0.897	0.936	0.829
IRP2	0.886			
IRP3	0.923			
POS1	0.704	0.888	0.925	0.757
POS2	0.923			
POS3	0.927			
POS4	0.906			
PSS1	0.750	0.865	0.909	0.715
PSS2	0.872			
PSS3	0.863			
PSS4	0.890			

Table 2: Discriminant validity of constructs

	CWS	ERP	IRP	POS	PSS
CWS	0.795				
ERP	0.543	0.782			
IRP	0.549	0.578	0.910		
POS	0.586	0.561	0.714	0.870	
PSS	0.555	0.617	0.610	0.628	0.845
Mean	3.841	4.046	4.167	3.91	4.03
S.D.	0.671	0.620	0.704	0.718	0.608

Another condition for measurement model is to assess the discriminant validity by using [64] formula that the square root of the AVE for each constructs should be higher than the correlations between these constructs and all other constructs [65]. Table 2 explains the discriminant validity where the numbers of the diagonal show square roots of the AVEs. Off diagonal elements are indicating the correlations among the constructs. In this study all diagonal numbers are found much higher than the corresponding off-diagonal ones. Therefore, this study fulfills all the criteria of the measurement model.

Moreover, this research also assessed the Goodness of Fit (GoF) using the formula proposed by [66] and finds the model has a large goodness of fit (GoF, 0.603). According to [67] the value higher than 0.36 fulfills the global criterion of GoF. On the other hand, for calculating predictive relevance the Stone-Geisser Q^2 is considered and the recommended value of communality and redundancy for Q^2 should be greater than zero (0) [58]. This study also fulfills the criteria for both in-role performance (Red: 0.466, Com: 0.819) and extra-role performance (Red: 0.259, Com: 0.462).

Structural Model: A 500 re-sampling was considered for bootstrapping in assigning structural model to test the path coefficient for both the direct and indirect (mediating) effect [58]. The relationship between different dimension of perceived support and employee performance was found positive and significant for instance, perceived organisational support is positively related to employee in-role and extra role performance and the values are ($\beta = 0.493$, t = 7.533, p <0.001) and ($\beta = 0.199$, t = 2.551, p <0.01). On the other hand, supervisory support also shows a significant positive relationship with employee in-role ($\beta = 0.226$, t = 2.785, p <0.01) and extra-role performance ($\beta = 0.369$, t = 5.410, p <0.001). Lastly in this research the path from coworkers support to employee performance also proves the significant positive relationship and the values are ($\beta = 0.135$, t = 1.744, p <0.01) for in-role performance and ($\beta = 0.222$, t = 2.978, p <0.01) for extra-role performance. Table 3 and Figure 2 give a clear picture about the path relationship of the framework.
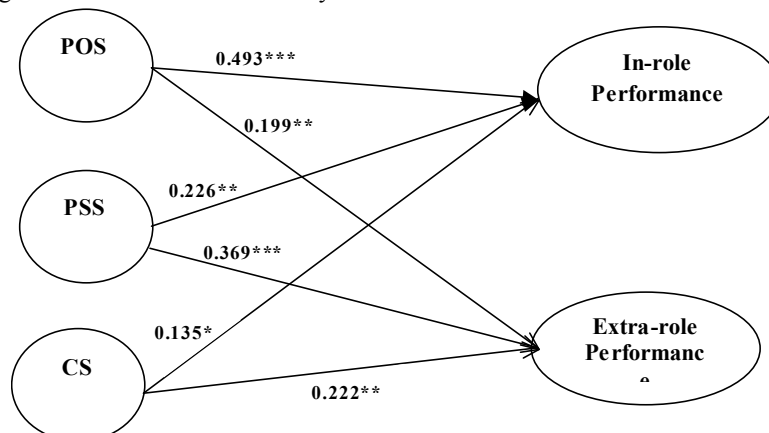

Fig. 2: Structural model shows the relationship between employees' perceived support and performance.

Table 3: Summary of the structural model

Path	β value	t. value	Decisions
Perceived organizational support > in-role performance	0.493	7.533***	S
Perceived supervisory support > in-role performance	0.226	2.785**	S
Coworkers support > in-role performance	0.135	1.744*	S
Perceived organizational support > extra-role performance	0.199	2.551**	S
Perceived supervisory support > extra-role performance	0.369	5.410***	S
Coworkers support > extra-role performance	0.222	2.978**	S

Significant at, $p< 0.05$, *$p<0.01$**, ***$p< 0.001$

DISCUSSION

The main aim of this study is to determine the relationship between dimensions of perceived support (organisational, supervisory and coworkers) and employee performance (in-role and extra-role) in the context of RMG industry in Bangladesh. The result showed a positive significant relationship between the three dimensions of perceivedsupport and both employee in-role performance and extra-role performance.The results reveal that POS has the positive influence on both in-role and extra-role performance with the highest effects on in-role performanceand the beta value is 0.493. Therefore, it can be elucidated thatemployees' performance will increaseifemployee feels more supportive from organization as reciprocity to their efforts. This study finding is supported by past research as well. For example, [43] find the positive relationship between POS and employee performance. [16] find the significant positive effect of POS on both in-role and extra-role performance of employee and reveal that POS assures the care and recognition of employee that make the employee to be more organisation oriented. Further, [68] also confirm the inevitability of organisational support to the employee in the organisation. They reveal that the employees expected organisational support not only induce their in-role performance but also enhance their citizenship behavior. Therefore, it is asserted that employee perceived POS is that rudiment which can make the employee more committed to their in-role performance as well as extra-role performance as reciprocity.

On the contrary, the major finding of this study regarding extra-role performance is the employees' value compatibility with their expected support form supervisor. The result shows positive effect of PSS on both in-role and extra-role performance where highest effect of PSS on employee extra-role performance and the beta value shows 0.369. From the findings, we can infer that when employee get support from their supervisors they become more adaptive with the organisation and enhance their both in-role and extra-role performance. Similarly, previous literatures also confirm the same effect of PSS for instance, [69] and [70] reveal that supervisory support is vital both for the organisation and individual employees working under him/her. The authors find a significant positive relationship between perceived supervisory support and employee performance. In a recent study [49] also confirm the importance of the supervisor's support to promote the employees' enthusiasms towards the organisation. They clarified that the supervisor is considered as the motivator for the employee who can pursue them to be more attached with the organisation. Thus it can be clarified that the supervisor has the capacity to shape the attitude and behavior of the subordinates according to the objective of the organisation as they are directly attached with the subordinates. As supervisors are the representatives of the organisations [16], their task-oriented support helps the subordinate to be more productive and relationship oriented support makes employees committed, trustworthy and friendly [71]. Therefore, from the perspective of RMG organization it is the logical expectation of employees that supervisor will show their greatest supportive attitude to them for enhancing both organisational and individual performance.

Further for coworkers support, this study also found significant positive relationship with employee performance (in-role and extra-role performance) and the beta value shows higher for extra-role performance (0.222) than in-role performance (0.135). In the context of RMG industry employees feel that coworkers are the part of their organisational life and deserve support from them for both work related and non-work related activities. Previous literature also finds the significant positive effect of coworker's support on employee performance [72]. The authors reveal that perceived coworkers support helps the employee to minimize the stress in the organisation and to enhance performance. On the other hand in a meta-analytical review [73] explain that coworker's positive interaction is related to the individual feelings and personal accomplishment. [55] also confirm the importance of coworkers for increasing the performance and reducing job stress of employees.

An interesting finding of the study reveals that employee expects more supports from the organization than supervisors and coworkers. Organizational recognition and caring is more valuable to encourage performance improvement of the RMG operators. Employees relate organizational support more with their in-role performance than with their discretionary performance. As employees work for the organization, POS directly and significantly influences their task related performance. They feel that performance related to the work can easily be achieved if the organization shows proper respect for their contribution to the organization. On the other hand, as employees get immediate support from their supervisor and coworkers, they perceive both supportsare important for both work related and non-work related activities. Supervisory support and coworkers'supportare found more related to extra-role performance or discretionary behavior which indicates supportive supervisor and coworker encourages employees to be friendly and positive with additional organizational activities that also indirectly promote employee performance toward organizational objectives. Emotional support from the supervisors and colleagues can minimize employee's mental stress that can further motivate employees to develop sharing tendency and to be involved in extra tasks for other colleagues. Such involvement has the potentiality to develop employee bondage with the organization [14].

The present study investigates three dimensions of perceived supports from the organization in relation with employee in-role and extra-role performance. The study confirms statistically significant relationship between the dimensions of the perceived supports and employee overall performance. The study results have implications for the RMG organizations. RMG organization should be caring and supporting to their employees. RMG organization should practice a supportive culture that will motivate supervisors and employees to be positive and cooperative with others. In a supportive work environment, employee performance will be improved for improved organizational achievement.

Limitations: In the context of a developing country, employee performance in the organisation not only depends on the social support rather they need other variables such as, job related factors, personal characteristics and more important is the availability and application of human resource management practices. Hence future researchers need to consider HRM practices

together with social support for assessing employee performance and other behavioural outcome in the organisation. Another important limitation of this study is small number of samples the result from which cannot be generalized for the entire labor intensive organisation. Further a longitudinal study is essential for identifying the reason of employee performance. Lastly this study considers self-rated performance measurement for assessing the employee performance that may be treated as another limitation. In the future it will be convenient for the researchers to measure employee performance from multiple respondents (employee and supervisor) point of view.

CONCLUSION

The present study confirms the previous research findings that support from the organization is positively related with employee performance. However, the present findings add that POS is more close related with in-role performance and supervisor and coworker supports are more directly related with employee extra-role performance than in-role performance. These findings help to conclude that RMG operators give more emphasis on POS to improve their role prescribed activities. For performing their standard activities, they expect direct recognition and value from the organization. Moreover, their perceived support from the supervisorand coworker facilitates their extra-role behavior as well. Supportive supervisor and colleagues influence them to be committed to additional work for organizational well-being. From these inferences, it can be suggested to the RMG organizations to provide supportive work culture where supervisor and peer groups will be positive, friendly and cooperative in enhancing employees' assigned tasks and promoting employee extra-role behavior for the interest of the organization. Employees are the main assets for the organisations and moreover, employees are the feeling human beings. Management of the organisation should be promising to take care of them, to recognize their contributions and to give proper value to them so that employees turn back for the benefits of the organization. As the norm of reciprocity says, employees can do the betterment of the organisation by exploiting their knowledge, skills and efforts, if they find the required supports from the organisation, supervisor and coworkers. The implication for the organisationsis that they should have concern for the availability of social supports and make their policies accordingly.

REFERENCES

1. Bakker, A.B. and W.B. Schaufeli, 2008. Positive organizational behavior: Engaged employees in flourishing organizations. Journal of Organizational Behavior, 29(2): 147-154.

2. Emami, F., N.B. Omidian, S.M. FazelHashemi and Mitra Pajoumnia, 2013. Teacher's Job Attitudes: Comparison and Relationship between Organizational Commitment and Job Involvement among Physical Education Teachers of Iran. Australian Journal of Basic and Applied Sciences, 7(1): 7-11.

3. Al-Homayan, A.M., F.M. Shamsudin, C. Subramaniam and R. Islam, 2013. Effects of Job Stress and Organizational Support on the Relationship between Job Demand Resources and Nurses' Job Performance in Saudi Public Hospitals, 7(10): 7-19.

4. Hossain, G., 2010. Labor turnover in readymade garment (RMG) industry in Bangladesh: The implications of high labour turnover and the affects of high labour turnover for the readymade garment (RMG) industry in Bangladesh: Lambart Academic Publishing.

5. Hossan, C.G., M.A.R. Sarker and R. Afroze, 2012. Recent Unrest in the RMG Sector of Bangladesh: Is this an Outcome of Poor Labour Practices? International Journal of Business and Management, 7(3): 206-218.

6. Rubel, M.R.B. and D.M.H. Kee, 2013. Perceived Support and Employee Performance: The Mediating Role of Employee Engagement. Life Science Journal, 10(4): 2557-2567.

7. Chen, Z., R. Eisenberger, K.M. Johnson, I.L. Sucharski and J. Aselage, 2009. Perceived organizational support and extra-role performance: which leads to which? The Journal of social psychology, 149(1): 119-124.

8. Eisenberger, R., F. Stinglhamber, C. Vandenberghe, I.L. Sucharski and L. Rhoades, 2002. Perceived supervisor support: contributions to perceived organizational support and employee retention. Journal of Applied Psychology, 87(3): 565-573.

9. Riggle, R.J., D.R. Edmondson and J.D. Hansen, 2009. A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. Journal of Business Research, 62(10): 1027-1030.

10. Rahman, M., D Bhattacharya and K.G. Moazzem, 2008. Bangladesh apparel sector in post MFA era: A study on the ongoing restructuring process. Dhaka, Bangladesh: Centre for Policy Dialogue.

11. Absar, S.S., 2001. Problems surrounding wages: The ready-made garment sector in Bangladesh. Journal of labour and management in development, 2(7): 1-17.

12. Paul-Majumdar, P., 2003. Health status of the garment workers in Bnagladesh. Dhaka: Bangladesh Institute of Development Studies (BIDS).

13. Tsaur, S.H. and Y.C. Lin, 2004. Promoting service quality in tourist hotels: the role of HRM practices and service behavior. Tourism Management, 25(4): 471-481.

14. Tremblay, M., J. Cloutier, G. Simard, D. Chênevert and C. Vandenberghe, 2010. The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. The International Journal of Human Resource Management, 21(3): 405-433.

15. Prothom-Alo, T.D.N., 2013. Chief labor in Bangladesh, The daily prothomalo. Dhaka, Bangladesh.

16. Shanock, L.R. and R. Eisenberger, 2006. When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support and performance. Journal of Applied Psychology, 91(3): 689-695.

17. Liaw, Y.J., N.W. Chi and A. Chuang, 2010. Examining the mechanisms linking transformational leadership, employee customer orientation and service performance: The mediating roles of perceived supervisor and coworker support. Journal of Business and Psychology, 25(3): 477-492.

18. Nagami, M., A. Tsutsumi, M. Tsuchiya and K. Morimoto, 2010. Job control and coworker support improve employee job performance. Industrial health, 48: 845-851.

19. Babin, B.J. and J.S. Boles, 1996. The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. Journal of retailing, 72(1): 57-75.

20. Khurram, S., 2009. Perceived organizational support, antecedents and consequences: Proposing and testing a model in a public sector university of Pakistan. South Asian Journal of Management, 16(1): 7-26.

21. AbuAlRub, R.F., F.H. Omari and I.M. Al-Zaru, 2009. Support, satisfaction and retention among Jordanian nurses in private and public hospitals. International Nursing Review, 56(3): 326-332.

22. Kraimer, M.L., S.E. Seibert, S.J. Wayne, R.C. Liden and J. Bravo, 2011. Antecedents and outcomes of organizational support for development: The critical role of career opportunities. Journal of Applied Psychology, 96(3): 485-500.

23. Kossek, E.E., S. Pichler, T. Bodner and L.B. Hammer, 2011. Workplace social support and work-family conflict: A meta-analysis clarifying the influence of general and work-family specific supervisor and organizational support. Personnel Psychology, 64(2): 289-313.

24. Eisenberger, R., P. Fasolo and V. Davis-LaMastro, 1990. Perceived organizational support and employee diligence, commitment and innovation. Journal of Applied Psychology, 75(1): 51-59

25. Eder, P. and R. Eisenberger, 2008. Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. Journal of Management, 34(1): 55-68.

26. Karatepe, O.M. and H. Kilic, 2007. Relationships of supervisor support and conflicts in the work–family interface with the selected job outcomes of frontline employees. Tourism Management, 28(1): 238-252.

27. Law, K.S., H. Wang and C. Hui, 2010. Currencies of exchange and global LMX: How they affect employee task performance and extra-role performance. Asia Pacific Journal of Management, 27(4): 625-646.

28. Burney, L.L., C.A. Henle and S.K. Widener, 2009. A path model examining the relations among strategic performance measurement system characteristics, organizational justice and extra-and in-role performance. Accounting, Organizations and Society, 34(3): 305-321.

29. Borman, W.C. and S.J. Motowidlo, 1997. Task performance and contextual performance: The meaning for personnel selection research. Human Performance, 10(2): 99-109.

30. Miao, R. and H.G. Kim, 2010. Perceived organizational support, job satisfaction and employee performance: An Chinese empirical study. Journal of Service Science & Management, 3(2): 257-264.

31. Williams, L.J. and S.E. Anderson, 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. Journal of Management, 17(3): 601-617.

32. Brown, S.P. and R.A. Peterson, 1993. Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. Journal of Marketing Research, 30(1): 63-77.

33. Yiing, L.H. and K.Z.B. Ahmad, 2009. The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. Leadership & Organization Development Journal, 30(1): 53-86.

34. Snape, E. and T. Redman, 2010. HRM Practices, Organizational Citizenship Behaviour and Performance: A Multi-Level Analysis. Journal of Management Studies, 47(7): 1219-1247.

35. Islam, T., S.R. Khan, A. Shafiq and U.N.U. Ahmad, 2012. Leadership, Citizenship Behavior, Performance and Organizational Commitment: the Mediating Role of Organizational Politics. World Applied Sciences Journal, 19(11): 1540-1552.

36. House, J., 1981. Social structure and personality. In M. Rosenberg, & R. Turner (Eds.), Social psychology: Sociological perspectives. New york: Basic Books.

37. Cobb, S., 1976. Presidential Address-1976. Social support as a moderator of life stress. Psychosomatic medicine, 38(5): 300-314.

38. Ford, M.T., B.A. Heinen and K.L. Langkamer, 2007. Work and family satisfaction and conflict: a meta-analysis of cross-domain relations. Journal of Applied Psychology, 92(1): 57-80.

39. Nielson, T.R., D.S. Carlson and M.J. Lankau, 2001. The supportive mentor as a means of reducing work–family conflict. Journal of Vocational Behavior, 59(3): 364-381.

40. House, J.S., K.R. Landis and D. Umberson, 1988. Social relationships and health. Science, 241(4865): 540-545.

41. Carlson, D.S. and P.L. Perrewé, 1999. The role of social support in the stressor-strain relationship: An examination of work-family conflict. Journal of Management, 25(4): 513-540.

42. Greenhaus, J.H. and S. Parasuraman, 1999. Research on work, family and gender: Current status and future directions. In G. N. Powell (Ed.), Handbook of gender and work. Oaks, CA, USA Sage Publications.

43. Eisenberger, R., S. Armeli, B. Rexwinkel, P.D. Lynch and L. Rhoades, 2001. Reciprocation of perceived organizational support. Journal of Applied Psychology, 86(1): 42-51.

44. Eisenberger, R., R. Huntington, S. Hutchison and D. Sowa, 1986. Perceived organizational support. Journal of Applied Psychology, 71(3): 500-507.

45. Randall, M.L., R. Cropanzano, C.A. Bormann and A. Birjulin, 1999. Organizational politics and organizational support as predictors of work attitudes, job performance and organizational citizenship behavior. Journal of Organizational Behavior, 20(2): 159-174.

46. Hutchison, S., 1997. A path model of perceived organizational support. Journal of Social Behavior & Personality, 12(1): 156-174.

47. Liden, R.C. and G. Graen, 1980. Generalizability of the vertical dyad linkage model of leadership. Academy of Management Journal, 23(3): 451-465.

48. Cropanzano, R. and M.S. Mitchell, 2005. Social exchange theory: An interdisciplinary review. Journal of Management, 31(6): 874-900.

49. Dysvik, A. and B. Kuvaas, 2012. Perceived supervisor support climate, perceived investment in employee development climate and business-unit performance. Human Resource Management, 51(5): 651-664.

50. Gagnon, M.A. and J.H. Michael, 2004. Outcomes of perceived supervisor support for wood production employees. Forest Products Journal, 54(12): 172-177.

51. Settoon, R.P., N. Bennett and R.C. Liden, 1996. Social exchange in organizations: Perceived organizational support, leader–member exchange and employee reciprocity. Journal of Applied Psychology, 81(3): 219-227.

52. Ng, T.W.H. and K.L. Sorensen, 2008. Toward a Further Understanding of the Relationships Between Perceptions of Support and Work Attitudes A Meta-Analysis. Group & Organization Management, 33(3): 243-268.

53. Michel, J.S., L.M. Kotrba, J.K. Mitchelson, M.A. Clark and B.B. Baltes, 2011. Antecedents of work–family conflict: A meta-analytic review. Journal of Organizational Behavior, 32(5): 689-725.

54. Langford, C.P.H., J. Bowsher, J.P. Maloney and P.P. Lillis, 1997. Social support: a conceptual analysis. Journal of Advanced Nursing, 25(1): 95-100.

55. Sargent, L.D. and D.J. Terry, 2000. The moderating role of social support in Karasek's job strain model. Work & Stress, 14(3): 245-261.

56. Park, K.O., M.G. Wilson and M.S. Lee, 2004. Effects of social support at work on depression and organizational productivity. American Journal of Health Behavior, 28(5): 444-455.

57. BGMEA. 2012. Growth of the industry and employment. Dhaka, Bangladesh: Bangladesh Garment Manufacturers and Exporters Association (BGMEA).

58. Chin, W.W., 2010. How to write up and report PLS analyses. In J. E. Gentle, W. K. Härdle, & Y. Mori (Eds.), Handbook of partial least squares: 655-690: Springer.

59. Nunnally, J.C., 1978. Psychometric Theory. New York: McGraw-Hill.

60. Rhoades, L., R. Eisenberger and S. Armeli, 2001. Affective commitment to the organization: the contribution of perceived organizational support. Journal of Applied Psychology, 86(5): 825-836.

61. Yavas, U., E. Babakus and O.M. Karatepe, 2013. Does hope moderate the impact of job burnout on frontline bank employees' in-role and extra-role performances? International Journal of Bank Marketing, 31(1): 56-70.

62. Harris, M.M. and J. Schaubroeck, 1988. A meta-analysis of self-supervisor, self-peer and peer-supervisor ratings. Personnel Psychology, 41(1): 43-62.

63. Igbaria, M., J. Iivari and H. Maragahh, 1995. Why do individuals use computer technology? A Finnish case study. Information & Management, 29(5): 227-238.

64. Fornell, C. and D.F. Larcker, 1981. Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(3): 382-388.

65. Hair, J.F., C.M. Ringle and M. Sarstedt, 2011. PLS-SEM: Indeed a silver bullet. The Journal of Marketing Theory and Practice, 19(2): 139-152.

66. Tenenhaus, M., V.E. Vinzi, Y.M. Chatelin and C. Lauro, 2005. PLS path modeling. Computational statistics & Data Analysis, 48(1): 159-205.

67. Wetzels, M., G. Odekerken-Schroder and C. Van Oppen, 2009. Using PLS path modeling for assessing hierarchical construct models: guidelines and empirical illustration. MIS Quarterly, 33(1): 177-195.

68. Piercy, N.F., D.W. Cravens, N. Lane and D.W. Vorhies, 2006. Driving organizational citizenship behaviors and salesperson in-role behavior performance: The role of management control and perceived organizational support. Journal of the Academy of Marketing Science, 34(2): 244-262.

69. Michael, J.H., D.D. Evans, K.J. Jansen and J.M. Haight, 2005. Management commitment to safety as organizational support: Relationships with non-safety outcomes in wood manufacturing employees. Journal of Safety Research, 36(2): 171-179.

70. DeConinck, J.B., 2010. The effect of organizational justice, perceived organizational support and perceived supervisor support on marketing employees' level of trust. Journal of Business Research, 63(12): 1349-1355.

71. Yukl, G., 2008. How leaders influence organizational effectiveness. The leadership quarterly, 19(6): 708-722.

72. Beehr, T.A., S.M. Jex, B.A. Stacy and M.A. Murray, 2000. Work stressors and coworker support as predictors of individual strain and job performance. Journal of Organizational Behavior, 21(4): 391-405.

73. Leiter, M.P. and C. Maslach, 1988. The impact of interpersonal environment on burnout and organizational commitment. Journal of Organizational Behavior, 9(4): 297-308.