

Influence of Perceived Organization Support on Employees' Dedication: Role of Psychological Capital and Tenure of Employment on the Bank Employees

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Abstract

Employees' dedication plays a crucial role for organization's success. Variables such as perceived organization support, psychological capital and tenure of employment can significantly contribute employees' dedication level. This study, therefore, would like to identify the impact of perceived organization support on employees' dedication. In addition, it also examines the mediating effect of psychological capital and the moderating role of organization tenure on the relationship between perceived organization support and employees' dedication among the bank employees in Bangladesh. Based on social exchange theory, this study focused on quantitative methodological approach. 410 respondents were participated and filled the self-administered survey questionnaire. For the analysis, bootstrapping method through Process Macro were used. The result discovered positive influence of perceived organization support on employees' dedication. It also identified that psychological capital act as a mediator between perceived organization support and employees' dedication. On the other hand, tenure of employment negatively moderates the relationship between perceived organization support and employees' dedication among the bank employees in Bangladesh. The paper concluded that to uplift employees' dedication level, the organization needs to emphasize more on employees' perception towards organization support and improve their psychological capital attributes. They also put emphasis on creating meaningful work to avoid the negative effect of longer tenure of employment.

Keywords—Perceived Organization Support, Psychological Capital, Employees' Dedication, Tenure of Employment, Banks in Bangladesh.

I. INTRODUCTION

In today's business world employees' are considered as the most valuable resources for the organization. With the uprising of new technology, demography shifting and intense competition organizations are focused towards their human capital (Avolio, Kahai, & Dodge, 2000). By having competent and dedicated workforce, an organization will enjoy competitive advantage over others (Luthans & Youssef, 2004). Employees' dedication towards their job turned out to be a key factor for the organization to sustain in the long run. Moreover, current business environment requires more flexible, innovative, and expert employees than ever before

(Luthans, Luthans & Luthans, 2004). Gill and Mathur (2007) claimed that absence of such behavioral trait leads the organization towards difficult situations such as high turnover, high labor cost, low productivity and other organizational problems. Since dedication has been drawn a significant contributor of organization's success, it is important to understand this variable very closely. Although this topic was discussed in the work engagement literature, very little work has been done solely with this concept. Therefore, this study will focus on how the dedication level of the employees function in the presence of perceived organization support. According to Gökçen and Çavuş (2014), organization's success

depends on the performance of both psychological and physical contributions of the employees. Thus, organizations put more effort to understand how the people function their best in their highest psychological capacity. Therefore, the study will also try to look upon whether there will be any changes if psychological capital exists in the scenario. In addition, the study will also explore the effect of tenure of employment between organization support and employees' dedication relationship.

II. LITERATURE REVIEW

Perceived Organization Support (POS): A growing interest was observed in developing the framework of perceived organization support (POS) in early 1990s (Eisenberg & Spinrad, 2004). POS is defined as, "the extent to which employees perceive that their contributions are valued by their organization and that the firm cares about their well-being" (Eisenberger, Huntington, Hutchison & Sowa 1986, p. 501). In their meta-analytic review, Rhoades and Eisenberg (2002) showed that POS act as a strong component to maintain various organizational and individual outcomes such as affective organization commitment, job satisfaction and job performance. Studies also found that higher level of POS increase the performance level of the employees (Kurtessis, Eisenberg, Ford, Buffardi, Stewart & Adis, 2015; Rhoades & Eisenberger, 2002), reduce absenteeism and turnover as well as improve psychological wellbeing (Eisenberg, Malone and Presson, 2017). However, researchers claim that employees can distinguish between favorable treatment by the employer and the benefits received from the organization. Receiving favorable treatment such as recognition, job security or reward might not increase the POS level of the employees. Yet, favorable job conditions can increase its growth (Eisenberg et al., 2017). Eisenberger, Cummings, Armeli and Lynch (1997) found that POS becomes six times stronger once employees' perceive favorable job conditions. Employees tend to feel higher

level of POS if organizations address their effort and compensate them, assist them in terms of work-related problems or health related issues, guide them about their work and provide them supportive working condition (Aube, Rousseau & Morin, 2007). POS is highly determined by leadership, HR practices, fair treatment, job security, work role characteristics, value congruence and so on (Kurtessis et al., 2015). According to Eisenberg et al., (2017), top level managers stimulates the POS level through developing supportive organizational and work policies for the employees such as flexible working hours, reward for performance, fair treatment. On the other hand, supervisors or low level managers can provide supportive environment while employees are on their job.

Psychological capital (PsyCap): Psychological capital (PsyCap) or positive psychological capital has been long discussed in organization and behavior psychology. It generates its interest when organizations shift their perception from physical asset to human centered asset and capital (Sihag and Sarikwal, 2015). Professor Seligman and his colleague first initiated the concept of positive psychology in 1990's (Gökçen & Çavuş, 2014; Luthans et al. 2004). His theory focused on to measure and develop strength, health and vitality of the employees rather than the weakness, dysfunction or illness. Drawn from the positive psychology that later termed as positive organization behavior (POB), Luthans (2002) found four psychological resources are the key attributes of psychological capital which are hope, confidence (efficacy), resilience and optimism. Later, in one of his research, he defined PsyCap is as "an individual's positive psychological state of development that is characterized by (a) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging task, (b) making a positive attribution (optimism) about succeeding now and in the future, (c) persevering

toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed, and (d) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success. (Luthans, Avolio, Avey & Norman, 2007, p. 542). In addition, Hobfoll (2001) mentioned PsyCap as a higher order construct and claimed self-efficacy, hope, optimism and resiliency are their main attributers. According to him, although these attributes are independent, sufficient similarities are perceived between them. All these four share a common theme; having these four traits increase employees' growth, development, sense of control and enthusiasm (Luthans and Yousseff, 2017; Sihag and Sarikwal, 2015). According to Luthans and Yousseff (2017), PsyCap can increase the performance of the organization. In addition, Luthans et al. (2004) found that positive PsyCap improves the customer service, productivity and employee retention rate. Other studies also depict PsyCap as a predictor of various organizational and individual related outcomes. In their research, Avey, Luthans and Youssef (2010) found a positive relationship with job satisfaction, well-being (Avey et al., 2010), organizational citizenship behavior (Walumbwa, Mayer, Wang, Wang, Workman & Christensen, 2011), trust (Zamahani, Ghorbani & Rezaei, 2011), organizational commitment (Youssef & Luthans, 2007), and performance (Avey et al., 2011;). PsyCap was studied in different cultural groups. A positive correlation was observed between PsyCap and performance among the Chinese workers (Avey et al., 2011; Luthans, Avey & Patera, 2008). In addition, Salam (2017) found positive relation with job satisfaction whereas a significant negative relationship is observed with turnover intentions among the faculties in Thailand higher educational institutions. PsyCap research has also been performed in more advance studies in a broader spectrum. For instance, PsyCap was also act as a mediator between emotion and performance (Halty, Salanova, Llorens, & Schaufeli, 2019).

Newman, Nielsen, Smith and Hirst (2018) discovered its mediating effect on social support and wellbeing of the refugees. It also acts as a mediator between Chinese nurses' practice environment and work engagement (Pan, Mao, Zhang, Wang and Su 2017). Although ample number of studies are done to develop this variable, no research has been found to see how it effects the relationship between POS and dedication of the employees. The current study will address this gap and formulate a new area of knowledge.

To understand PsyCap, it is important to have an extended investigation of its four constructs which are self-efficacy, optimism, hope and resiliency.

Self-efficacy: Self-efficacy is one of the most studied constructs that is largely used in organizational settings. Explaining through the social learning theory, Bandura (1989) defined it as the belief of individuals' capability to apply their skills and meet with a demand of particular situation. Being an influential motivational construct, self-efficacy not only focuses on seeing the influence of the knowledge over action but also the thought process and emotions of the individuals (Van Den Heuvel, Demerouti, Bakker & Schaufeli, 2010). Lisbona, Palaci, Slanova and Frese (2018) claimed that self-efficacy act as precedent of dedication as it's absence lead people to withdraw from their job. Researcher found a significant relationship between the variables (Llorens, Schaufeli, Bakker & Salanova, 2007). In addition, self-efficacy also found to be a significant predictor of individual performance. Mao, Chiu and Owens (2019) showed that self-efficacy mediates followers' self-expansion and task performance. Similar result also observed in Honicke and Broadbent's (2016) research where they show a positive association between self-efficacy and performance among the academic. According to Salam (2017), high level of self-efficacy improves employees' ability to cope with adverse condition by challenging various tasks.

Optimism: Viewing as a positive outcome expectancy, optimism occurs when individuals believe about good occurrences in life. This, in turn, leads the optimists to fight and recover from threatening conditions. Optimists are defined as “people who expect good things to happen to them; pessimists are people who expect bad things to happen to them” (Carver & Scheier, 2009). An active coping strategy is the fundamental approach for optimism (Iwanaga, Yokoyama, & Seiwa, 2004), which eventually is the cause of increasing adaptability in adverse situations (Youssef & Luthans, 2007). Optimism derived from expectancy-value theories of motivation (Carver & Scheier, 2009) which assumes individuals focus on pursuing goals (Carver, Scheier, Miller, & Fulford, 2009). According to the expectancy-value theory, expectancy reflects individuals’ confidence level for goal achievement whereas value component indicates individual’s preference to achieve goals (Carver & Scheier, 2000). In short, employees goal attainment is strongly related to their confidence level. The higher the confidence level, the higher persuasion will be observed to achieve the goal. Optimism is analyzed in the different field of the organization study. In their study, Xanthoupoulou, Bakker, Demerouti and Salanova (2009) found that optimism is a partial mediator between job resources and work engagement. Optimism was found to be a strong predictor of job satisfaction, higher productivity, happiness, organizational commitment and lower turnover rate (Youssef & Luthans, 2007). Banerjee and Nigam (2018) found that leaders who are optimistic get positive result in their workplace. Using cognitive behavior therapies, adapting coping skills and developing positive model build positive thought among individuals which lead to them of having stronger optimism (Carver & Scheier, 2009).

Hope: Hope is defined as “a positive motivational state that is based on an interactively derived sense of successful (1)

agency (goal-directed energy) and (2) pathways (planning to meet goals)” (Snyder, Harris, Anderson, Holleran, Irving, Sigmon, Yoshinobu, Gibb, Langelle and Harney, 1991, p. 570). Generally, hope deals with the motivation in terms of developing the ability to make a plan for their desired pathways. Agency thinking allows the employees to motivate on continuous progress over difficult situation (Snyder, 2002). Snyder (2002) also described that pathway act as a process to achieve goals. Higher level of agency thinking and multiple pathways helps employees to overcome the obstacles and achieve their goals. Luthans, Youssef and Avolio (2007) argued that employees level of hope will increase if the organization (i) provides opportunities for involve and allow them to take decisions (ii) design appropriate reward system which initiate competence, autonomy, persistence and ingenuity (iii) recognize their effort which they contribute towards the organization. A number of empirical research found association of hope with organizational and personal outcomes. Luthans, Avey, Avolio, Norman and Combs (2006) found that hope has a relationship with work engagement. Hope is also discovered as a significant predictor of job performance and affective commitment (Lin, Qian, Li & Chen, 2016). Another result showed that hope act as a mediator between authentic leadership and employee creativity (Sarfaraz, Qun, Abdullah, & Tahir, 2019). Thus, managing hope is essential for the people in the organization for its future development (Luthans, 2002).

Resiliency: Resilience is introduced in the field of development psychology (Van Den Heuvel et al., 2010). It is defined as the ability of the individuals to bounce back from adverse situations (Rutter, 1985). According to Luthans et al. (2008) cognitive coaching intervention is the way of building up resilience among the individuals. More specifically, in a challenging or adverse situation, individuals should focus to maintain the positive

outcomes through adaptation (Ryff & Singer, 1996). It is considered a modifiable process in terms of coping with adverse conditions (Luthar, Cicchetti & Becker, 2000). Resilience considers as an ordinary adaptive process. Having resiliency, individuals develop their growth, competence and confidence level (Sutcliffe and Vogus 2003). Resilience is an important factor of psychological capital which was empirically tested in the organizational settings. Researchers found positive association between resilience and employees performance level (Coutu, 2002; Harland, Harrison, Jones, & Reiter-Palmon, 2005; Youssef & Luthans, 2007). Luthans et al., (2008) showed a significant relationship of resilience with work engagement (Luthans et al., 2008). In addition, developing resilience in organization level reduce negative psychological health symptoms, improve job conditions and engagement (Taylor, Dollard, Clark, & Bakker, 2019). Although primarily resilience is determined by genetics or environment, it can build up among the individual through risk and challenge management or stress management process. It allows individuals to cope with adversity in the environment and adjust with additional strength (Sutcliffe & Vogus, 2003).

Dedication: In work engagement literature, dedication has been analyzed as an essential construct to understand employees' work behavior. Dedication refers to inspiration, enthusiasm, pride, significance and high involvement towards the job (Rayton & Yalabik, 2014; Hoon Song, Kolb, Lee, & Kim 2012). These unique characteristics enable employees to survive without burnout such as exhaustion and cynicism (Schaufeli & Bakker, 2010). According to Saks (2006), employees with such attitude develop deep emotional connection with their work. In short, lack of this attribute makes employees become detached from their work. Dedication is, thus, defined as a strong psychological involvement or identification with one's

work (Schaufeli, Bakker & Salanova, 2006). According to Schaufeli and Bakker (2003), it involves desire, commitment, ownership and a constant endeavor to improve. A dedicated employee supports the values of the organization and brand image that facilitate value alignment and organization commitment (Roseline & Konya, 2019).

Employees' dedication level increases once they find the job is significant (Leiter & Maslach, 2010) or once the task is itself challenging (Bandura, 1989). Besides, appreciation, rewards, trust, social support, performance feedback and other types of perceived organization support also enable the people to be more dedicated to their work (Luthans et al. 2007). Lack of these support eventually lead to low level of dedication. Although it's a significant contributor of employees' performance, not enough research has been done on this topic. A complete framework is warrant to understand its functions and its association with other individual and job-related outcomes.

Social Exchange Theory (SET): This study is based on social exchange theory (SET) that assumes self-interested actors who transect with other self-interested actors to accomplish individual goals that they cannot achieve alone (Lawler and Thye, 1999). The basic form of this theory is that it is a process of negotiated exchange between parties. Therefore, it is needed to deal with exchange behavior of human being where mutually contingent or mutually-rewarding process is involved in transaction or exchange (Emerson, 1976). He showed that the social exchange is conceived as limited to action that is a contingent or rewarding reaction to others. Social exchange theory appears as more of an individualistic approach. Lawler, Thye, and Yoon (2008) described that it deals more on self-interest. They also mentioned that relationship here is only developed to the degree that the incentives exchange, preferences of actors and structures of opportunity are stable which is not similar to collectivist approach.

SET can clearly explain the mechanisms of organizational related outcomes such as employees' dedication. Saks (2006) mentioned that when an individual performs, he offers cognitive, emotional and physical resources. A number of research that he offers are in terms of his performance concern, the equal amount of economic, social and emotional resources that he receives from the organization. For instance, the employees will be motivated to a greater extent once an appropriate reward and recognition are ensured. In short, their dedication towards their job will increase if they find enough organization support. Kahn (1990) stated that employees feel more attachment with their organization and concentrate on their role performance once they are assured of their resources. On the other hand, employees do not feel obliged and disengage themselves when organizations cannot provide them with the required resources (Schaufeli, 2015). For example, Alfes, Shantz, Truss, and Soane (2013) showed the relationship between engagement, citizenship behavior and turnover intention, where the organization support and supervisory relationship act as a moderator. This explains the motto of SET where it has been shown that when employees receive proper care and support from their supervisor and also from the organization, their intentions to leave the organization becomes less, as well as it increases their dedication and engagement level. SET also explained clearly that the positive relationship between the perceived line manager behavior and perceived human resource management practices with employee engagement, which in turn, has a link with individual performance. Therefore, current study will argue to see the effect between POS and employees' dedication under the circumstances of PsyCap and tenure of employment.

POS and employees' dedication. Eisenberger, Huntington, Hutchinson and Sowa (1986) mentioned, "individuals tend to form global beliefs

concerning the extent to which the organization values their contributions and cares about their well-being (p. 501)." Through social exchange theory, one may understand that having perceived organizational support enables the employees to feel more motivated, goal-oriented and portray high level of commitment which are the characteristics of their dedication. According to Eisenberger, Fasolo and Davis-LaMastro (1990), employees who receive appropriate support and care from their organization became highly inspired to achieve organizational goals.

Although no studies report the relationship between POS and dedication, a number of studies showed POS's impact in different organizational and individual outcome. Previous studies showed that POS is positively associated with job satisfaction, work engagement, affective commitment and so on (Marique, Stinglhamber, Desmette, Caesens, & Zanet, 2012; Burke & Greenglass, 2001; Stamper & Johlke, 2003). Research also showed that POS is a significant contributor to organizational sustainable performance as employees performance level increase once they perceive higher level of support from the organization (Wang, Liu, Zou, Hao & Wu, 2017). Studies also report higher level of POS increase the work engagement level of the employees (Dai & Qin, 2016; Gokul, Sridevi & Srinivasan, 2012). In addition, Caesens, Stinglhamber and Luypaert (2014) found positive association between POS and work engagement where dedication were also measured as a part of work engagement.

Therefore, following hypothesis will be developed:

H1: POS influences employees' dedication

PsyCap mediates between POS and dedication. Employees' characteristics of psychological capital significantly improves with higher level of perceived organizational support. In a study in Indian IT firms, Sihag and Sarikwal (2015) found that when organization values their

employees and provide more care, support, employees' psychological capital enhanced which also improve their commitment level towards their job and organization. In addition Psycap was found a mediator for POS and other organizational and individual outcomes. Lin (2013) found Psycap negatively influence job burnout and optimism and resilience of psycap partially mediate the relationship between POS and depressive symptoms among Chinese male correctional officers. In another study among Chinese female nurses, Psycap was found a mediator between occupational stressors, POS and work engagement (Wang et al., 2017). In the research, they found reward and overcommitment has positive influence with dedication and absorption of work engagement whereas optimism was found a positive contributor of vigor and dedication of work engagement. Psycap was also found as a strong mediator between POS and wellbeing of the employees among South African employees (Roemer & Harris, 2018). Tuzun, Cetin and Basim (2014) also identified the mediating effect of psychological capital between POS and turnover intention among the University Professors of Turkey. Erdem, Turen, Gokmen and Tuz (2017) found PsyCap as a mediator between POS and problem-focused stress coping among the employees in the rehabilitation center in Turkey. As no direct research has been identified between PsyCap and Dedication, following hypothesis can be derived as

H2: PsyCap mediates the relationship between POS and employees' dedication

Organization tenure moderates the relationship between POS and dedication: Although previous research find a strong association between POS and other organization related outcomes, tenure of employment might affect the relationship between these variables. Wright and Bonett (2002) conducted a meta-analysis where they found tenure of employment has strong non-linear moderating effect on the commitment and performance correlation.

The correlation exponentially decreases with the increase of employment tenure. In another research, Ng and Feldman (2013) investigated whether job tenure influence job performance or not. To examine they developed job performance with four constructs as core task performance, citizenship behavior, creativity and innovative behavior, and counterproductive work behavior. The results depicted that job tenure has weaken relationship with all four types of job performance. Yadav (2016) found that organization tenure shows stronger trend in employees' engagement level. The more the employees stay in the organization, the more they are engaged towards their work and the organization. In another research, English, Morrison and Chalon (2010) found a moderating effect of organizational tenure between psychological climate and affective commitment among the public sector employees in Australia.

In addition, according to the career stage model, the researchers proposed that "a) employees in the early stage of their career are keen to identify their interests and capabilities, achieve a sense of mastery, and gain acceptance; b) employees in the middle career stage are keen to advance and grow professionally; and c) later-career-stage employees are keen to find challenging work assignments and more generally assume responsibility for mentoring others" (English et al., 2010, p. 396). They also claimed that employees motivation and needs are different in their different career stage. Therefore, employees' commitment or dedication level might increase or decrease which will be determined on their psychological climate. Therefore, following hypothesis may derive *H3: Organization tenure moderates the relationship between POS and employees' dedication*

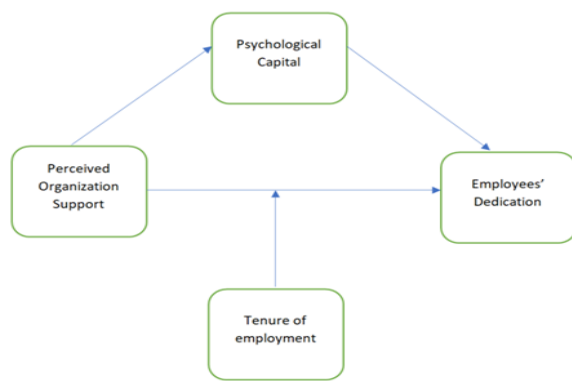


Figure 1: Effect of POS on employees' dedication: role of PsyCap and Organization Tenure

III. METHODOLOGY

Samples: In the present study focused on quantitative research method where the data is collected from bank employees in Bangladesh. By using convenient sampling technique, 410 respondents were participated in this study. The respondents are from the two major cities in Bangladesh; Dhaka and Chittagong who are working in the private banks in Bangladesh. Self-administered survey questionnaire has been prepared for both demographic and content questionnaire where the content variables were measured with 5 point Likert scale questionnaire ranging from 1 (strongly disagree) to 5 (strongly agree).

Variables and Measurement scales: POS was evaluated using four questionnaire from Saks's (2006) scale. The sample question is, "My organization cares about me". PsyCap questionnaire were taken from the scale developed by Sapyaprapa, Tuicomepee, and Watakakosol (2013). Among the constructs, 4 items were selected for self-efficacy (I can learn the new working system easily), 4 items for optimism (I'm optimistic about my future

regarding my work), 3 items for hope (I have several ways to accomplish the work goal) and 4 items for resiliency (I usually manage difficulties at work). Dedication questionnaire were derived from the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Bakker and Salanova (2006) where four items were selected to measure this variable. The sample question is, "I am enthusiastic about my job".

IV. RESULTS

Descriptive statistics: 410 private bank employees in Bangladesh participated in this study who are from two significant region in Bangladesh; Dhaka and Chittagong. Out of 410 employees, 298 (72.7%) are male and 112 (27.3%) are female. The respondents age group are divided into four groups. Around 51.7% employees represent the age group of 31-40. Following is the range of 21-30 where 45.4% employees were participated. In the tenure of employment, large number of participants are from those who worked around 1-3 years (41.7%). 35.1%, 16.6%, and 6.6% employees have been working for 4-6 years, 7-10 years and 11+ years respectively.

Mediation Analysis: The first research objective was to see the mediating effect of psychological capital between POS and Dedication. To examine the test, mediation Analysis was performed by Process Macro and its procedures (Hayes, 2009). According to the recommendation of Hayes (2009), the confidence interval remain as 95% and the sample size is 5000.

Table 1: Model Summary

	R ²	F	df	p
Model 1	.1113	51.0927	1,408	.000
Model 2	.3693	119.1817	2, 407	.000

Table 2: Regression Analysis

Model 1		Predictor	B	SE	t	p
Outcome	PsyCap	POS	.2335	.0327	7.1479	.000
Model 2						
Outcome	Dedication	POS	.2617	.0440	5.9438	.000
		PsyCap	.7200	.0629	11.4499	.000

Note. POS=Perceived Organization Support; PsyCap=Psychological capital; Dedication=Employee

Table 1 shows that R² of Model 1 is .1113 whereas for Model 2 is .3693. The F value of model 1 is 51.0927, p=.000. On the other hand, in Model 2, F value is 119.1817 and p value is .000. Therefore, the table reflects that both model 1 and 2 are significant and with the inclusion of mediating variable, model 2 changes significantly from model 1.

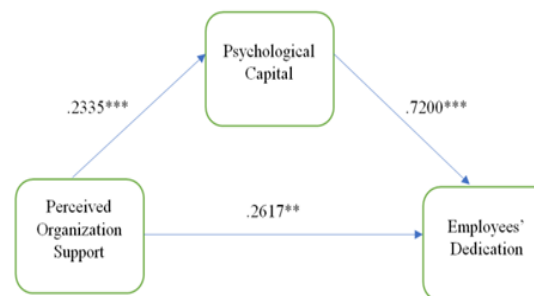
Table 2 depicts the regression analysis with the three variables. In model 1, the a path, which is the regression of predictor (POS)

and the mediator variable (PsyCap), shows POS has significant positive impact on PsyCap (B=.2335, t=7.1479 and p=.000). In model 2, a positive impact also observed between mediating variable and outcome variable. It reflects that PsyCap influences employees' dedication (B=.7200, t= 11.4499, p=.000). The direct effect c also observed between POS and employees' dedication (B=.2617, t=5.9438, p=.000)

Table 3: Mediation Analysis (Indirect Effect through Bootstarp method)

	B	LLCI	ULCI
Total effect	.4298**	.3361	.5235
Direct effect	.2617**	.1751	.3482
Indirect effect	.1681	.1136	.2334

Mediation exists if indirect effect becomes lower than the total effect (Nawrin, 2018). Mathieu and Taylor (2006) mentioned that indirect effect creates intervening effect between predictors and dependent variables. From the table 3, it is reflected that the indirect effect (B=.1681;CI=.1136, 2334) is lower than the total effect (B=.4298**; CI=.3361, 5235). In addition to this, the indirect effect was also found significant since the confidence interval is LLCI.1136 and ULCI.2334. Thus, it confirms that Psychological capital mediates the relationship between POS and employees' dedication.



Moderation Analysis: Moderation analysis was performed to see the moderating effect of tenure of employment between POS and employees' dedication.

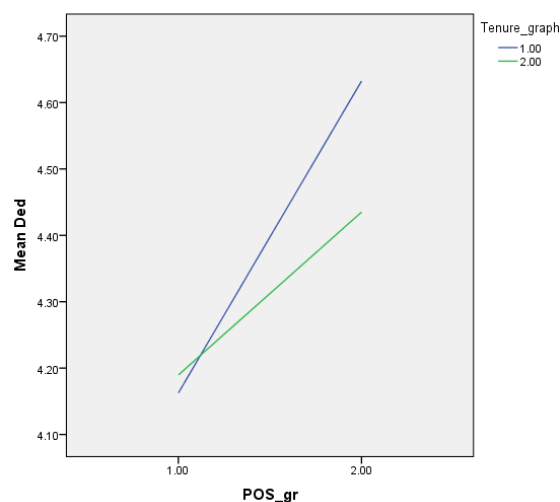
	R ²	F	df	p
Model 1	.1832	30.3574	3,406	.000
Model 2	.0082	4.0574	1,406	.047

From table 4, model 1 reflects 18% variance with significant impact. However, in model 2, variance change to 8% with an inclusion of organization tenure.

Variables	B	t	p
POS	.6405	5.2976	.000
Tenure	.3500	1.6804	.094
POS*Tenure	-.1049	1.6804	.047

*Dependent variable: Employees' dedication

Table 5 depicts that POS has strong effect on employees' dedication (B=.6405, p=.000). Tenure does not have statistically significant relationship with employees' dedication (B=.3500, p=.094). In addition, the interaction effect between POS and Tenure shows negative effect on employees' dedication (B=-.1049, p=.047). Moreover, the moderating variable has found insignificant relationship with employees' dedication and significant relationship observed in the interaction effect. Thus, it can be stated that tenure has negative moderating effect on POS and employees' dedication.



V. DISCUSSION

Impact of POS on employees' dedication among the bank employees' in Bangladesh: Results depicted a positive association between these variables. It reflected that POS has significant impact on bank employees' dedication level in Bangladesh (B=.2617, p=000). The result is considered a new finding as such study did not observe before according to the author's knowledge. The result portrayed that employees become more dedicated once they feel they are supported by the organization. Numerous studies support such phenomena among the behavior of the employees. Ajmal, Bashir, Abrar, Khan (2015) explored that POS has strong influence on employees' attitude. Ulhaq, Jindong and Hussain (2014) conducted a research in the Pakistani banks and found that employees' organization commitment level increase once they perceive their organization support are high. Nisar, Marwa, Ahmed and Ahmed (2014) also discovered similar findings where they found positive association between POS and Organization citizenship behavior among the employees of banking and education sector employees in Pakistan. Therefore, it can be claimed that if the organization provides enough support to its employees, they will be more dedicated towards their job and their organization.

PsyCap mediates the relationship between POS and Dedication among the bank employees' in Bangladesh: The result has confirmed the second hypothesis of this study. Psychological Capital has mediation effect on the relationship between POS and employees' dedication. This finding is also a new contribution in organization psychology. Such research has not been performed before according to the author's knowledge. Also, no studies have found where such research has been conducted in

the banking sector in Bangladesh. Though many research were conducted in response to work engagement whereas dedication understands as a construct, this is the first contribution where employees' dedication has taken into a greater extent than before. Previous research has similar findings where PsyCap act as a mediating variables and influence both organizational and individual outcomes. Li, Kan, Liu, Shi, Wang and Yang (2015) conducted a research among the bank employees in China where they found that Psycap act as a mediator between occupational stress and job burnout. PsyCap also acted as a mediator between supportive organizational climate and employee performance (Luthans, Norman, Avolio, and Avey, 2008). Kirrane, Lennon, O'Connor and Fu (2016) found partial mediation effect between perceived management support and employees' readiness for change. In another study, Azim and Dora (2016) portrayed the mediating role of psycap between POS and organization citizenship behavior from employees working in multimedia companies in Malaysia. Therefore, it can be stated that having the strong characteristics of PsyCap influence the relationship between POS and employees' dedication. Thus, the result can claim that Psycap mediates the relationship between POS and Employees' dedication among the bank employees in Bangladesh.

Organization tenure moderates the relationship between POS and employees' dedication among the bank employees in Bangladesh: The result showed that organization tenure negatively moderates the relationship between POS and employees' dedication among the bank employees in Bangladesh. Although employees feel supported from their organization, they no longer feel dedicated towards their organization for a long term period. Such phenomena may rise due to lack of significance of their task. Creating meaningful work can increase the work engagement level of the employees which in turn dedicate them more towards their

job (Nawrin, 2018). Such research has not been performed before in any context. Thus, this finding also considered as a new contribution in the organization literature. However, a few research has been conducted where similar results are depicted. Agarwal and Bhargava (2013) found that organization tenure has positive impact between Psychological Contract Breach and affective commitment and work engagement.

Duffy, Shaw and Ganster (1998) explored a negative influence of tenure between positive affectivity and negative outcomes among the employees of fire and police department. Another finding was observed among the Korean workers whereas the researchers also find the moderators effect of tenure between employees's burnout and turnover intention (Jung, Yoon & Kim, 2011). Therefore, the result can claim that organization tenure negatively moderate the relationship between POS and employees' dedication.

VI. CONCLUSION AND FUTURE RECOMMENDATION

The study examines the mediating effect of psycap and the moderating effect of organization tenure between POS and employees' dedication among the bank employees in Bangladesh. Results discovered that psycap mediates the relationship between POS and employees' dedication whereas organization tenure negatively effect between POS and employees' dedication among the bank employees in Bangladesh. The results are very significant since such study has not been observed before. All three findings are new contributor in organization literature. Future research may expand by adding other organizational outcomes. The researchers may also conduct in-depth analysis to find the antecedents of dedication. The organizations may use this research to make their employees more dedicated towards their work. Understanding the value of POS and its implication would elevate the dedication level among the employees. Moreover,

Organizations may also focus on developing PsyCap of their employees. Employees who are confident, hopeful, optimistic and resilient tend to more dedicated while they perceive appropriate organization support. The organization may also consider for those employees who stay long time in their organization. As the result reflects negative association of organization tenure between POS and dedication, organizations may focus on developing their job as a meaningful one to be more dedicated towards their work. The research is not without a limitation. The major limitation of this research is it conducted only two cities in Bangladesh. To make it generalize it needs larger sample. Future research may also increase the territory and use other contexts, both manufacturing and service industry, to make the result validate and generalize.

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