

Influence of Perceived Organizational Support on Employee Engagement, Job Satisfaction, and Employee Retention Across Different Generations Working in Indian Organizations Today

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Abstract - This study examines the influence of Perceived Organizational Support (POS) on employee engagement, job satisfaction, and employee retention across different generations working in Indian organizations. The research aims to understand how employees' perceptions of organizational support shape their workplace attitudes and retention intentions while identifying generational differences in these relationships. A quantitative research design is proposed, using a structured questionnaire to collect primary data from employees across diverse industries in India. The collected data will be analyzed using descriptive statistics, reliability analysis, correlation, regression, and Structural Equation Modeling (SEM) to examine the direct and indirect relationships among the study variables. The findings are expected to demonstrate that higher perceived organizational support significantly enhances employee engagement and job satisfaction, which in turn strengthen employee retention. The study also anticipates that generational differences influence the magnitude of these relationships, reflecting varying workplace expectations and motivational factors among employees. The research contributes to human resource management literature by providing empirical evidence on the strategic role of organizational support in building an engaged and committed multigenerational workforce and offers practical implications for designing inclusive HR policies that improve employee retention and organizational effectiveness in the Indian context.

Keywords: Perceived Organizational Support, Employee Engagement, Job Satisfaction, Employee Retention, Generational Differences, Indian Organizations.

CHAPTER 1: INTRODUCTION

1.1 Background

In the fast-moving world of business today, human capital has been identified by firms as an integral part of their competitive advantage. Digital revolution, globalization, demographic changes in the workforce, and changing employee attitudes have transformed HRM into strategic employee relationship management. In this regard, organizations have started

focusing on initiatives that promote engagement, satisfaction, and retention of employees.

Perceived Organizational Support is one of the most critical concepts in organizational behavior. It is related to the perceptions of employees regarding the value the organization places on their contributions. POS is defined under the Organizational Support Theory and Social Exchange Theory, where employees perceiving high levels of organizational support tend to return their commitment and attitudes positively, such as commitment, engagement, job satisfaction, improved performance, and reduced turnover intentions.

Engagement of employees is an expression of their emotional commitment and willingness to go above and beyond the boundaries of their jobs. The engaged employees exhibit more productivity, innovation, and organizational citizenship, while they display reduced levels of absenteeism and turnover. Studies reveal organizational support, leadership, recognition, career development, and workplace culture as major sources of employee engagement.

Likewise, the job satisfaction continues to be a robust predictor of organizational commitment and employee retention. According to research findings, organizational support enhances job satisfaction and organizational commitment by building trust, fairness, recognition, and career growth among others. Employee retention has also become a strategic issue for organizations, which face growing voluntary turnover, talent shortage, and recruitment costs. Yet another concern in an organization involves handling of a multigenerational workforce with Baby Boomers, Generation X, Millennials, and Generation Z working together. These individuals are different from each other in terms of work values, expectations, and motivation. Although older workers value job security, younger individuals focus more on meaning in their work, career development, work-life balance, learning, and leadership. Recent empirical studies have found the presence of a relationship between these generational differences and organizational support, engagement, satisfaction, and retention. There is a considerable body of research on Perceived Organizational Support, engagement, job satisfaction, and employee retention but mostly separately from each other.

Little research has been conducted on the relationship among these constructs considering the differences among the age groups. Therefore, this study becomes highly important and relevant since it will explore the effect of Perceived Organizational Support on employee engagement, job satisfaction, and retention in Indian organizations

1.3 Problem Statement and Research Gap

Employee retention has become one of the most pressing challenges for Indian organizations despite continuous investments in employee engagement programs, organizational well-being initiatives, flexible work arrangements, and career development opportunities. Although previous studies consistently report positive relationships between Perceived Organizational Support and employee outcomes such as engagement, job satisfaction, commitment, and retention, the existing literature presents several important gaps.

First, many studies have investigated only the direct relationship between Perceived Organizational Support and a single organizational outcome, such as employee engagement or job satisfaction, rather than examining these constructs simultaneously within an integrated framework. Second, most empirical investigations have been

1.4 Research Objectives

Drawing upon Organizational Support Theory, Social Exchange Theory, and recent empirical evidence suggesting that organizational support influences employee attitudes and retention differently across workforce generations, this study seeks to develop a comprehensive understanding of these relationships within Indian organizations. Previous research recommends examining employee engagement, job satisfaction, and employee retention simultaneously while incorporating demographic factors such as generational diversity to improve the explanatory power of HR models.

Accordingly, the objectives of this study are:

- To examine the influence of Perceived Organizational Support on employee engagement.
- To analyze the influence of Perceived Organizational Support on employee job satisfaction.
- To investigate the influence of Perceived Organizational Support on employee retention.
- To examine the relationship between employee engagement and employee retention.
- To analyze the relationship between job satisfaction and employee retention.
- To examine whether generational differences moderate the relationships among Perceived Organizational Support, employee engagement, job satisfaction, and employee retention in Indian organizations.

1.5 Significance and Scope of the Study

The present study contributes to both academic research and managerial practice. From a theoretical perspective, it extends Organizational Support Theory and Social Exchange Theory by integrating Perceived Organizational Support, employee engagement, job satisfaction, employee retention, and generational diversity into a single conceptual framework. The findings will enrich contemporary HR literature concerning employee attitudes within India's multigenerational workforce.

From a practical perspective, the study provides evidence-based recommendations for HR professionals, organizational leaders, and policymakers regarding employee support initiatives, engagement strategies, recognition systems, career development practices, and retention policies tailored to different generations. Such insights are expected to assist organizations in reducing voluntary turnover, enhancing employee satisfaction, strengthening organizational commitment, and improving long-term organizational performance.

The scope of this study is limited to employees working in Indian organizations across multiple sectors, including Information Technology, Banking, Manufacturing, Healthcare, Retail, and Service industries. The study focuses on four primary constructs: Perceived Organizational Support, employee engagement, job satisfaction, and employee retention, while examining generational differences among Baby Boomers, Generation X, Millennials, and Generation Z. The research adopts a quantitative methodology using structured questionnaires and statistical techniques such as descriptive analysis, reliability analysis, correlation, regression, and Structural Equation Modeling (SEM).

1.6 Structure of the Paper

The paper is organized into five chapters.

Chapter 1 introduces the research background, reviews the relevant literature, identifies the research problem and gap, presents the research objectives, and explains the significance, scope, and organization of the study.

Chapter 2 presents a comprehensive review of theoretical and empirical literature related to Perceived Organizational Support, employee engagement, job satisfaction, employee retention, and generational diversity. It also develops the conceptual framework and research hypotheses.

Chapter 3 explains the research methodology, including research design, sampling procedures, data collection methods, measurement scales, reliability and validity assessment, and statistical techniques used for hypothesis testing.

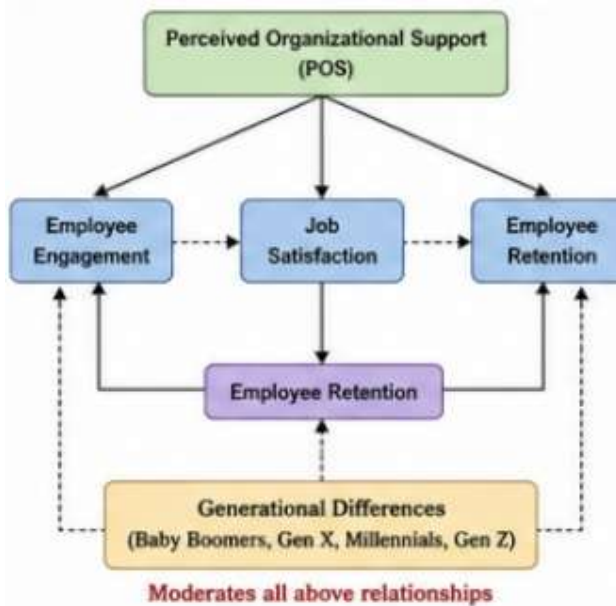
Chapter 4 presents the empirical analysis and interpretation of the findings using descriptive statistics, correlation analysis,

regression analysis, Structural Equation Modeling (SEM), and hypothesis testing.

Chapter 5 summarizes the major findings, discusses theoretical and managerial implications, identifies study limitations, and provides recommendations for future research.

2. Research Framework

Figure 1: conceptual framework



2.1 Perceived Organizational Support (POS)

One of the most extensively researched concepts in HRM and organizational behavior is Perceived Organizational Support (POS). Due to its considerable effect on the attitudes, behavior of employees, and organizational performance, POS has been widely researched for decades. It was proposed by Eisenberger et al. (1986) and describes an individual's perception of their contribution being valued and cared for by the organization. Based on OST and Social Exchange Theory by Blau (1964), the theory claims that employees form positive perceptions of support by virtue of organizational fairness, supervisor support, recognition, promotion possibilities, and concern for employees' welfare. In case when employees perceive a considerable amount of support from the organization, they will be willing to reciprocate with high levels of organizational commitment, engagement, job performance, job satisfaction, and organizational loyalty (Rhoades & Eisenberger, 2002). In the competitive modern world, organizations use HR practices focused on employees to increase POS, including open communications, participative decision-making, employee recognition, flexible working conditions, training and development opportunities, and well-being programs. The

importance of POS becomes especially obvious nowadays in the context of COVID-19 pandemic. Organizations which provide psychological support, technological help, and flexible work arrangements can better retain and engage their employees.

Research conducted recently has highlighted the role of POS in dealing with the challenge of managing a multigenerational workforce consisting of people belonging to four different generations, namely the Baby Boomers, Generation X, Millennials, and Generation Z. While older employees tend to be concerned about their job security and organizational stability, the younger ones emphasize career development, flexibility, meaningfulness, feedback and leadership. The above-discussed differences affect the perception of organizational support and thereby result in different degrees of engagement, job satisfaction, and retention among employees. In India, rapid digitalization, workforce diversity, and evolving employment relationships have pushed organizations to practice employee-oriented HRM approaches in various industries, including information technology, banking, health care, manufacturing, and service industries. While many earlier studies have identified the relationship of POS with individual outcomes like employee engagement or job satisfaction, there is scant literature that has tried to understand the joint effect of POS on employee engagement, job satisfaction, and retention while taking into account the generation-related differences. Thus, the current study attempts to bridge the identified gap by exploring the impact of Perceived Organizational Support on these important employee outcomes.

2.2 Employee Engagement

It is an important topic in Human Resource Management (HRM) that shows the level of commitment to their work and organizations from the part of the employees. In case of high employee engagement, the workers are enthusiastic and motivated and they can make efforts beyond their job requirements. Employee engagement contributes to the success of companies and makes them competitive. Facing difficulties in attracting talented and skilled workers, companies try to use employee engagement to boost up their performance.

The theory of employee engagement was developed in 1990 by Kahn who defined it as a psychological state of self-expression at the work in the physical, cognitive, and emotional aspects. The employee engagement involves meeting the following conditions: meaningfulness, psychological safety, and psychological availability. The workers should see their work as something meaningful and have enough emotional and physical resources to show their best results.

In later years, Schaufeli et al. (2002) provided a description of engagement as a positive psychological condition of workers

featuring energy, commitment, and dedication. Hereby, vigor denotes high levels of energy and endurance, dedication refers to passion and dedication towards the job performed, while absorption involves full engagement in work processes. The proposed conceptualization has become one of the most popular frameworks for measuring engagement.

According to the Job Demands–Resources (JD-R) model, the level of engagement rises as a result of having access to job resources, including organizational support, encouragement from supervisors, career development possibilities, recognition, autonomy, and effective communication skills. In the context of the above, POS is extremely important since employees who feel that their contribution is valued by the organization will be engaged in work activities. Engagement can be increased through supportive HRM practices, fair performance assessment, learning possibilities, and recognition of the employees.

Many empirical studies have shown that there is a direct positive correlation between the level of engagement of employees and organizational effectiveness. Employees with high engagement exhibit high productivity, better job performance, stronger organizational commitment, lesser absenteeism, and lower turnover intention. There is evidence that shows that the engagement level of employees mediates the connection between organizational support and retention of employees.

Studies have revealed the evolving aspect of employee engagement after the pandemic. The growing trend of working from home and hybrid work has made flexible working environment, well-being of employees, mental health support, online collaboration, and communication essential for organizations. The organizations which offer such resources have reported that their level of engagement and commitment of employees is high, thus the necessity of employee-oriented HR practices.

Employee engagement has become extremely important in the Indian scenario due to the reasons of diverse workforce, advancement in technology, and fierce competition for skilled personnel. Many organizations have started practicing employee engagement through various strategies like wellness programs for employees, career development, recognition programs, and flexible working. The engagement level of employees varies according to generations as their expectations from the organization vary.

In general, the literature emphasizes the importance of employee engagement in determining the success of an organization as well as retaining its employees. The research studies that have been conducted have found that the perceived organizational support is a major factor in increasing employee

engagement, which further leads to increased job satisfaction and organizational commitment, as well as retention.

2.3 Job Satisfaction

Job satisfaction is among the most critical HRM and organizational behavior concepts since it greatly affects the motivation, commitment, productivity, and retention of employees. Job satisfaction is described as a favorable emotional condition resulting from the assessment by individuals of their jobs and work experience. It is influenced by various intrinsic and extrinsic factors, including compensation, recognition, promotion, leadership, organizational climate, work-life balance, interpersonal relationships, and working conditions. This notion has its theoretical background in motivational theories like Herzberg's Two-Factor Theory of motivation of 1959, which differentiates between hygiene factors that avoid dissatisfaction and motivators that foster satisfaction, and Maslow's Hierarchy of Needs, suggesting that people experience job satisfaction when their needs at both personal and professional levels are met. POS is another factor considered as a major antecedent of job satisfaction since workers who perceive themselves as valuable and appreciated for the organization due to fair policies, recognition, career development, flexibility of work schedule, and other initiatives related to employee well-being develop positive attitudes towards their job and emotional attachment to their organization.

Previous research studies indicate the positive effect of higher job satisfaction on employee engagement, organizational commitment, performance, and retention of an employee. On the other hand, lower job satisfaction is positively associated with absenteeism, stress, and intention to leave. In the post-pandemic world of work, flexibility, psychological safety, lifelong learning, and effective leadership have become important demands for workers. Job satisfaction is therefore a critical factor for any organization. Additionally, the multigenerational aspect of the modern workforce implies that the sources of job satisfaction vary depending on an individual's generation, since the older employees usually attach more importance to job security while younger ones value meaningful work, career development opportunities, and regular feedback. Within the Indian context, companies from various industries including IT sector, banking, health care, manufacturing, and service organizations have started developing employee-centered HRM practices to improve the level of job satisfaction and minimize turnover. Nevertheless, not enough attention has been paid to the effects of perceived organizational support, employee engagement, job satisfaction, and employee retention among various generations of workers.

That is why the current study aims to fill the identified gap focusing on the importance of job satisfaction.

2.4 Employee Retention

Retention of employees is another very important element of HRM whose concern lies in how the organization is able to keep its skilled and talented workforce. With increasing competition in today's world, retaining employees has turned out to be very important, as high turnover rates lead to high costs in terms of recruitment and training, loss of organizational knowledge, decrease in productivity, and disruption of operations. As stated by Hom et al. (2017), retention of employees depends on certain factors such as job satisfaction, organizational commitment, career advancement, compensation, leadership styles, work life balance, and organizational support. This idea has been highly supported by Social Exchange Theory (Blau, 1964) and Organizational Support Theory (OST) as well, and both theories state that when employees feel their organization appreciates them and takes care of their welfare, then they are likely to reciprocate with loyalty, commitment, and an intention to stay with the organization. Supportive practices of HR such as treating employees fairly, recognizing them for their performance, providing career advancement, making work life more balanced, providing wellness programs, and communication play a great part in employee retention.

Previous research has confirmed that Perceived Organizational Support (POS), employee engagement, and job satisfaction are important predictors of employee retention. Employees who feel supported by their organizations, show high levels of engagement, and are satisfied with their jobs tend to stay in their organizations, and thus positively contribute to organizational performance. An increase in the number of generations in the workforce has made it even more crucial to tailor retention strategies, as Baby Boomers tend to value job security and stability, whereas Millennials and Generation Z prefer career development, flexibility, meaningfulness, use of technology, and work-life balance. Digitalization and fierce competition for qualified personnel in the Indian context make employee retention very difficult for organizations operating in various industries, including information technology, banking, healthcare, manufacturing, and services. Although organizations increasingly focus on implementing HR practices oriented towards employees to avoid high employee turnover rates, employee attrition continues to be a major issue. However, although previous research has provided confirmation about positive relationships between organizational support, employee engagement, job satisfaction, and retention, there is not enough evidence on the effect of all three factors simultaneously on employee retention, as well as on the moderating role of generations in India.

2.5 Generational Differences in the Workplace

The emergence of generational differences as an area of study is an important aspect of HRM due to the recruitment of people across different generations including Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z, who have varying values, working conditions, communication approaches, and career expectations. Based on the theory of Generations by Mannheim (1952), people who were born in the same period in history share common views based on similar social and cultural experiences, which affect their attitudes towards work and expectations. Baby Boomers, for instance, focus on job security and career loyalty while Generation X emphasizes on independence and flexibility. Millennials value continued learning, career advancement, teamwork, meaning at work, and constructive feedback whereas Generation Z focuses on technology, diversity, flexibility, mental wellness, and career purpose.

Several studies have shown that generation gaps affect employee engagement, job satisfaction, and retention through the perceptions of organizational support. Older generations are known to consider job security, fair pay, and organizational stability to be the indicators of organizational support, while younger employees prefer learning chances, flexible work conditions, constant feedback, employee wellness activities, and career growth. Due to the recent tendencies toward the development of hybrid work models, it has become necessary to adopt customized HR practices, such as mentoring programs, career development, flexible working, and employee well-being strategies. In India, the digital revolution and active involvement of Millennials and Generation Z members have resulted in the emergence of a multigenerational workforce with various attitudes towards work. Despite the existing number of studies on the issue of generational diversity, there is little information about the role of generation gaps in the Perceived Organizational Support – employee engagement – job satisfaction – employee retention connection. For that reason, the current research will take into consideration generation gaps as one of the key contextual aspects of organizational support.

2.6 Relationship Among Variables, Research Gap, and Conceptual Synthesis

As observed from the literature review above, Perceived Organizational Support (POS), Employee Engagement, Job Satisfaction, Employee Retention, and Generational Differences are highly interrelated and work in tandem towards organizational effectiveness. According to Organizational Support Theory and Social Exchange Theory, individuals who feel that their organization is supportive towards them will be more willing to reciprocate with higher levels of commitment, engagement, job satisfaction, and loyalty. Research evidence

proves that when employees feel that they are being supported through positive HR practices, effective leadership, good policy, recognition, and career development opportunities, they develop strong POS resulting in higher emotional connection and performance. Similarly, employee engagement and job satisfaction also contribute to the process in that they make the employees more motivated, productive, committed, and loyal to the organization.

Furthermore, the literature has emphasized the increasing relevance of generational differences on the way employees react to perceived organizational support. Older generations focus on job security and organizational stability; on the other hand, Millennials and Generation Z prefer flexibility, career development, meaning of work, technological support, and feedback. Thus, a unidimensional approach to HR policies will probably fail to address all generational demands within an organization. In spite of considerable academic work done on these constructs, there are few researches that investigate the relationship between Perceived Organizational Support, Employee Engagement, Job Satisfaction, and Employee Retention through one single framework taking into account generational differences as a moderator, especially in the Indian context. That is why the present research will develop a theoretical framework in which Perceived Organizational Support will be the independent variable affecting Employee Engagement, Job Satisfaction, and Employee Retention, with Generational Differences being a moderating variable.

Author(s) & Year	Study Title	Key Finding Relevant to This Study
Eisenberger, Huntington, Hutchison, & Sowa (1986)	<i>Perceived Organizational Support</i>	Introduced the concept of Perceived Organizational Support (POS) and established that employees who perceive higher organizational support exhibit stronger organizational commitment and positive work attitudes.
Rhoades & Eisenberger (2002)	<i>Perceived Organizational Support: A Review of the Literature</i>	Identified organizational justice, supervisor support, and rewards as key antecedents of POS, which positively influence job satisfaction, commitment, and reduce turnover intentions.
Kahn (1990)	<i>Psychological Conditions of Personal Engagement and Disengagement at Work</i>	Proposed that meaningfulness, psychological safety, and psychological availability are essential conditions for employee engagement.
Schaufeli, Salanova, González-Romá, & Bakker (2002)	<i>The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach</i>	Defined employee engagement through vigor, dedication, and absorption, providing a widely accepted framework for engagement measurement.
Saks (2006)	<i>Antecedents and Consequences of Employee Engagement</i>	Demonstrated that Perceived Organizational Support is one of the strongest predictors of employee engagement and organizational commitment.
Bakker & Demerouti (2007)	<i>The Job Demands-Resources Model: State of the Art</i>	Found that job resources, including organizational support, significantly enhance employee engagement, motivation, and job performance.
Kurtessis et al. (2017)	<i>Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory</i>	Confirmed that POS positively affects employee engagement, job satisfaction, organizational commitment, performance, and retention intentions across various organizational settings.
Hom, Lee, Shaw, & Hausknecht (2017)	<i>One Hundred Years of Employee Turnover Theory and Research</i>	Reported that job satisfaction, organizational commitment, and organizational support are major determinants of employee retention.
Albrecht, Bredahl, & Marty (2021)	<i>Organizational Resources, Employee Engagement and Well-being</i>	Highlighted that supportive HR practices improve employee engagement, well-being, and organizational performance in changing work environments.

However, all the existing literature demonstrates that POS has positive effects on the levels of employee engagement, job satisfaction, and employee retention. Even though the

mentioned relationships have been studied separately for quite a long time, there is a lack of studies that consider these three variables within one conceptual framework taking into account the effect of the generation aspect, especially when referring to India. Such research gap becomes the basis for this study and determines its aim to analyze the impact of POS on the mentioned variables.

3. RESEARCH FRAMEWORK AND HYPOTHESES

3.1 Hypothesis Development

The current research utilizes Organizational Support Theory (OST) (Eisenberger et al., 1986) and Social Exchange Theory (SET) (Blau, 1964) which suggest that employees perceiving more organizational support would demonstrate more reciprocating behavior and attitude towards the company including engagement, job satisfaction, organizational commitment, and lower turnover intention. In the current paper, POS is used as an independent variable, while Employee Engagement, Job Satisfaction, and Employee Retention are dependent variables. Generational Differences serve as a moderating variable which might impact relations between constructs being studied.

All previous studies agree about the positive effect of supportive HR practices such as recognition, career development possibilities, equality treatment, and programs aimed at enhancing wellbeing of employees on engagement, satisfaction, and intention to remain within the organization (Saks, 2006; Kurtessis et al., 2017). The employees are more engaged, satisfied with their jobs, and committed, thus being more productive and having no intention to leave the organizations where supportive policies are applied. At the same time, modern studies reveal that members of various generations have distinctive values in regard to working, career, technologies, and preferred work-life balance, hence different perception of organizational support. Based on the literature review and theoretical foundations, the following hypotheses are proposed:

H1: Perceived Organizational Support has a significant positive influence on Employee Engagement.

H2: Perceived Organizational Support has a significant positive influence on Job Satisfaction.

H3: Perceived Organizational Support has a significant positive influence on Employee Retention.

H4: Employee Engagement has a significant positive influence on Employee Retention.

H5: Job Satisfaction has a significant positive influence on Employee Retention.

H6: Employee Engagement mediates the relationship between Perceived Organizational Support and Employee Retention.

H7: Job Satisfaction mediates the relationship between Perceived Organizational Support and Employee Retention.

H8: Generational Differences moderate the relationship between Perceived Organizational Support and Employee Engagement.

H9: Generational Differences moderate the relationship between Perceived Organizational Support and Job Satisfaction.

H10: Generational Differences moderate the relationship between Perceived Organizational Support and Employee Retention.

The proposed hypotheses collectively examine both the direct and indirect effects of Perceived Organizational Support on employee outcomes while considering the moderating influence of generational differences in Indian organizations.

CHAPTER 4: RESEARCH METHODOLOGY

Figure 2: Research Process Flowchart



4.1 Research Philosophy

The research philosophy denotes the set of beliefs and assumptions underlying the processes of data collection, analysis, and interpretation. Research philosophy forms the basis of methodological decisions made by researchers regarding the most appropriate way of doing the research in order to achieve the desired results. Philosophical approach to be taken depends on the research objectives, problem being investigated and the nature of data needed.

In this research, a positivist research philosophy has been chosen since it believes in objective reality which can be observed empirically and measured statistically. Positivism advocates for the use of quantitative research methodology where researchers use statistics to investigate and analyze the relationships among variables and validate hypotheses generated through theory. This approach has been chosen as the best philosophical approach to adopt in the current research because the study intends to investigate the relationship between Perceived Organizational Support (POS), Employee Engagement,

Job Satisfaction, and Employee Retention among different generations in India organizations. Additionally, the positivist paradigm is in favor of employing research tools that are highly structured in order to reduce researcher's bias and improve the reliability of results. Such statistical tools like correlation, regression analysis and structural equation modeling (SEM) may be used to analyze the relationship between variables using Organizational Support Theory (OST) and Social Exchange Theory (SET). Consequently, positivist philosophy will offer the most appropriate methodological framework in order to understand the impact of organizational support on employees' outcomes in terms of generation

4.2 Research Approach

In the current research, the researcher adopts a deductive method of research whereby pre-existing theories and evidence are used in order to derive testable hypotheses for validation through data analysis. The deductive method is often adopted by researchers undertaking quantitative research owing to the fact that it permits the validation of theoretical assumptions through systematic statistical analysis.

The theoretical framework of the study is based on Organizational Support Theory and Social Exchange Theory which provide an explanation that people with high levels of perceived organizational support are more prone to reciprocate through engagement, satisfaction and loyalty. From this theory and past empirical literature, the researcher proposes some hypotheses about the relationship between Perceived Organizational Support, Employee Engagement, Job Satisfaction, Employee Retention and Generational Differences.

Through adopting the deductive research method, the researcher gets to test if the relationships posited exist in the Indian organizational setting. The data collected from the employee population is statistically analyzed to either accept or reject the hypotheses.

4.3 Research Design

A quantitative approach is relevant to investigate the impact of Perceived Organizational Support on Employee Engagement, Job Satisfaction, and Employee Retention since these variables could be assessed through validated questionnaires. Quantitative research allows the researcher to formulate hypotheses and generalize conclusions to a wider population.

A cross-sectional research design is applied to gather information from the participants in one occasion. It would be appropriate to apply a cross-sectional research design due to its efficiency in studying employees' perception of organizational support, engagement, job satisfaction and retention without the need for repeated measurements. It is economical and time saving and extensively used in organizational behavior and HRM research.

A structured questionnaire that consists of close ended questions with a five point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) will be utilized for data collection. The questionnaire will be constructed based on validated measurement scales of prior literature. The gathered data will be analyzed via IBM SPSS statistical software package for descriptive analysis, reliability analysis, correlation and regression analysis. Also, AMOS or SmartPLS may be utilized for SEM analysis of the proposed conceptual framework.

4.4 Population of the Study

The population of the current study is composed of employees working in Indian companies operating in a variety of industries such as IT, Banking and Financial Services, Manufacturing, Healthcare, Retail, Education, Consulting, and other services industries. Specifically, the study intends to look at the perceptions of employees from different generations such as Baby Boomers, Generation X, Millennials or Generation Y, and Generation Z since the current workplace environment is characterized by a multigenerational work force.

Respondents from various hierarchies such as employees in entry-level positions, executives, supervisors, middle management, and senior management will be taken into consideration for the purpose of this study. The selection of respondents from different industries and at different levels in the organizational hierarchy adds up to the diversity of the population to be studied.

It should be noted that the population selected for this study is relevant since it aims at investigating the perceptions of

employees of different generations concerning organizational support and how their perceptions affect employee engagement and retention. Thus, knowledge of these relations among different populations enables organizations to develop an adequate policy of HR and employee retention strategy for different generations of employees.

4.5 Sampling Technique and Sample Size

Sampling Distribution

Category	Respondents
Baby Boomers	20
Generation X	60
Millennials	150
Generation Z	120
Total	350

Sampling is an integral part of the research process that helps in collecting data from a representative sample of the target population. For conducting research, it is important to choose a reliable and appropriate sampling strategy. It is dependent on the aims of research, population characteristics, access to participants, and availability of resources.

This research will be conducted among the employees of the companies operating in India and belonging to the sectors such as IT, BFSI, manufacturing, healthcare, retail, education, consulting, services, etc. As the study deals with the impact of Perceived Organizational Support on Employee Engagement, Job Satisfaction, and Employee Retention in various generations, it is necessary to consider the balance in the representation of all the generations. Hence, for this research, the researchers use the stratified random sampling technique where the participants are categorized into four different generations - Baby Boomers (1946-1964), Generation X (1965-1980), Millennials / Gen Y (1981-1996), and Generation Z (1997 onwards).

As a result of practical limitations such as accessibility, organizational permission, and voluntary participation, the respondents within each stratum could be selected based on access based on convenience sampling. The intended respondents are full-time employees who have worked in Indian organizations for at least six months in order to ensure adequate experience regarding organizational operations and working environment.

Based on the nature of the study and statistical tools such as regression analysis, mediation analysis, moderation analysis, and Structural Equation Modeling (SEM), the appropriate sample size is 300–400. As suggested by previous studies (Hair et al., 2022; Krejcie & Morgan, 1970), the proposed sample size offers adequate statistical power and reliability for

quantitative studies. Generally, the chosen sampling technique improves the methodology of the research by ensuring generational diversity and a reliable base for exploring the link between organizational support, employee attitude, and retention in Indian organizations.

4.6 Data Collection Methods

Data collection is a crucial stage in the research process, as the quality and accuracy of the collected data directly influence the validity and reliability of the research findings. The present study employs both **primary** and **secondary** data collection methods to obtain comprehensive information regarding the influence of Perceived Organizational Support (POS) on Employee Engagement, Job Satisfaction, and Employee Retention across different generations working in Indian organizations.

Primary Data Collection

The primary data forms the main basis of the data collection process in this study. Primary data will be collected from the employees working in different organizations in India belonging to IT, Banking and Finance, Manufacturing, Healthcare, Retail, Educational Sector, Consulting, and other services industries. The reason for collecting primary data directly from employees is to make sure that the information collected is consistent with the actual perception and experiences of the employees regarding organizational support and subsequent workplace consequences.

The data will be collected using the structured questionnaire. This questionnaire will be designed through adaptation of standardized and validated measures from previous research studies on the same topic to increase reliability and content validity. The questionnaire will be divided into two main sections. In the first part of the questionnaire, demographic information such as age, gender, educational qualification, work experience, industry, job level, and generational status (Baby Boomers, Generation X, Millennials, or Generation Z) will be gathered from the respondents. In the second section, measures of study variables such as Perceived Organizational Support, Employee Engagement, Job Satisfaction, and Employee Retention will be collected in the form of Likert type response options

The questionnaire will be administered through **online survey platforms such as Google Forms and Microsoft Forms**, enabling employees from different organizations and geographical locations across India to participate conveniently. The online mode facilitates efficient data collection, reduces administrative costs, minimizes manual data entry errors, and ensures wider respondent coverage. Participation in the survey will be entirely voluntary, and respondents will be informed about the academic purpose of the study before providing their consent.

Secondary Data Collection

In addition to the primary data, secondary data will be collected to develop the theoretical background and interpret the findings. The secondary data will be collected through peer reviewed journals, books, conference proceedings, government documents, industry reports, organizational reports, and credible online databases including Scopus, Web of Science, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis, Wiley Online Library, and Google Scholar. All these will help to gain complete information about Perceived Organizational Support, Employee Engagement, Job Satisfaction, Employee Retention, Generational Differences, Organizational Support Theory, and Social Exchange Theory.

It is clear that the use of both primary and secondary data improves the quality of the entire research through a balanced integration of evidence with theory. On one hand, the primary data will provide an up-to-date information about employees' perception within Indian organizations, and on the other hand, the secondary data will help in supporting hypothesis building and result interpretation. Hence, the use of both types of data collection methods improves the credibility and validity of the current research.

4.7 Research Instrument

A research instrument is a tool used for collecting data from respondents in a systematic and standardized manner. The quality of the research findings largely depends on the reliability and validity of the research instrument. Since the present study adopts a quantitative research design, a **structured questionnaire** has been selected as the primary instrument for data collection. A questionnaire is considered one of the most effective instruments for collecting large amounts of data from geographically dispersed respondents while maintaining consistency in responses.

The questionnaire for this study is developed by adapting well-established and validated measurement scales from previous studies in the fields of Human Resource Management and Organizational Behavior. Adopting validated scales enhances the content validity, construct validity, and reliability of the instrument while allowing comparisons with previous research findings.

The questionnaire consists of **two sections**. The first section collects respondents' demographic information, including gender, age, educational qualification, work experience, industry, job designation, and generational category (Baby Boomers, Generation X, Millennials, and Generation Z). These demographic variables help describe the sample profile and facilitate comparative analysis across different generations.

The second section measures the five major constructs included in the conceptual framework: **Perceived Organizational Support (POS), Employee Engagement, Job Satisfaction,**

Employee Retention, and Generational Differences. Statements for each construct are adapted from established scales reported in previous literature. Respondents will indicate their level of agreement using a **five-point Likert scale**, where **1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree**. The Likert scale is widely used in organizational research because it is simple, reliable, and effective in measuring employee attitudes and perceptions.

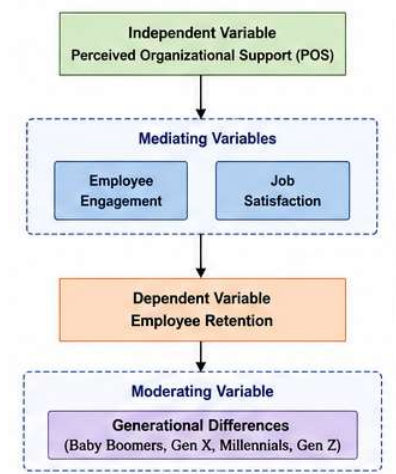
Before the main survey, the questionnaire will undergo a **pilot study** involving approximately **30–50 respondents** representing the target population. The pilot study aims to assess the clarity, readability, and appropriateness of the questionnaire items and identify any ambiguities or difficulties encountered by respondents. Based on the feedback received, necessary modifications will be made to improve the instrument before conducting the final survey.

To ensure the reliability of the questionnaire, **Cronbach's Alpha** will be calculated for each construct. A Cronbach's Alpha coefficient of **0.70 or above** will be considered acceptable, indicating satisfactory internal consistency among the questionnaire items. Furthermore, the instrument's validity will be evaluated through content validity, convergent validity, and discriminant validity using established statistical procedures.

Overall, the structured questionnaire provides a standardized, reliable, and valid instrument for measuring employees' perceptions regarding organizational support, engagement, job satisfaction, and retention across different generations working in Indian organizations.

4.8 Measurement of Variables

Figure 3: Research Framework



The present study examines the influence of **Perceived Organizational Support (POS)** on **Employee Engagement, Job Satisfaction, and Employee Retention** across different generations working in Indian organizations. Each construct included in the conceptual framework is measured using standardized scales that have been widely validated in previous empirical studies. Employing established measurement instruments enhances the reliability, validity, and comparability of the research findings.

Perceived Organizational Support is treated as the **independent variable**, while Employee Engagement and Job Satisfaction function as **mediating variables**, Employee Retention serves as the **dependent variable**, and Generational Differences act as the **moderating variable**. Responses for all constructs will be measured using a **five-point Likert scale**, ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**.

The measurement scales are adapted from internationally recognized instruments developed by leading researchers in Human Resource Management and Organizational Behavior. Minor modifications in wording may be made to suit the Indian organizational context without altering the original meaning of the items.

Table 4.1: Measurement of Variables

Construct	Dimensions	Measurement Source	Sample Measurement Item
Perceived Organizational Support (Independent Variable)	Organizational care, Recognition, Employee welfare, Organizational concern	Eisenberger et al. (1986); Rhoades & Eisenberger (2002)	"My organization values my contributions."
Employee Engagement (Mediator)	Vigor, Dedication, Absorption	Schaufeli et al. (2002) – Utrecht Work Engagement Scale (UWES)	"I feel enthusiastic about my work."
Job Satisfaction (Mediator)	Satisfaction with work, Recognition, Career growth, Working conditions	Minnesota Satisfaction Questionnaire (MSQ); Locke (1976)	"Overall, I am satisfied with my present job."
Employee Retention (Dependent Variable)	Intention to stay, Organizational commitment, Loyalty	Kyndt et al. (2009); Hom et al. (2017)	"I intend to continue working with my organization."
Generational Differences (Moderator)	Baby Boomers, Generation X, Millennials, Generation Z	Demographic Classification based on Birth Year	"Please indicate your generational category."

These measurement scales have been widely employed in past research on organizational behavior and human resource management and have proven to be highly reliable and valid measures in various organizational contexts. The use of standardized measurement scales ensures accuracy and makes the comparison with past literature possible. The set of questions helps evaluate employees' perceptions about organizational support, engagement, satisfaction, and retention along with any generational differences that might play a role in the relationship among these variables. Once the data is collected, reliability of each construct will be tested using Cronbach's Alpha while construct validity will be determined using Confirmatory Factor Analysis (CFA).

4.9 Reliability and Validity

The concepts of reliability and validity form the core elements in evaluating the quality of research instruments as they ensure that the data being gathered is able to measure the constructs of

interest accurately and consistently. In this research, where the impact of POS on EE, JS, and ER among the generations would be explored, it would be necessary to establish the reliability and validity of the questionnaire prior to hypothesis testing.

Reliability refers to the extent to which an instrument can consistently measure its constructs. The reliability of the questionnaire used in the study shall be analyzed based on Cronbach's Alpha, which gauges the internal consistency of items related to each construct. As stated by Nunnally and Bernstein (1994), a Cronbach's Alpha coefficient of 0.70 or more is considered to be adequate reliability, with higher coefficients indicating greater internal consistency.

Validity refers to the extent to which the measuring tool can effectively measure the concepts for which it was designed. Content validity will be ensured through adaptation of the questions from pre-existing and well-validated questionnaires, as well as reviews from experts in academics and Human Resource management. Construct validity will be tested through Confirmatory Factor Analysis (CFA), through factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). Convergent validity will be established by means of CR more than 0.70 and AVE more than 0.50. Discriminant validity will be tested through the Fornell-Larker Criterion, to ensure that every construct is unique.

A pilot test will take place before the final survey, with the participation of 30-50 respondents. Feedback gathered will serve to modify the questionnaire accordingly and ensure its effectiveness and reliability. The process of reliability and validity testing will make sure that the results gathered through the instrument used in the research are accurate, consistent, and credible.

4.10 Data Analysis Techniques

Data analysis is a crucial component in the process of research since it involves transforming collected data into useful information to answer research questions and hypotheses. This research uses quantitative methods in data analysis to investigate the connection between Perceived Organizational Support, Employee Engagement, Job Satisfaction, Employee Retention, and Generational Differences. The collected data will undergo coding, screening, and analysis through the IBM SPSS Statistics (Version 29) and AMOS/SmartPLS software packages.

The first step would be data cleaning and screening to establish any gaps in the survey responses and duplicate entries as well as detect any outliers. Descriptive statistics will be used to provide demographic information in terms of age, gender, education, work experience, industry, job level, and generational classification.

The reliability and validity of the measuring instrument shall be carried out through the use of Cronbach's Alpha,

Confirmatory Factor Analysis (CFA), Composite Reliability (CR), Average Variance Extracted (AVE), and Discriminant Validity Test. The strength and direction of the associations between the study variables shall be assessed through Pearson Correlation Analysis, while their predicting power on the other hand will be assessed through Multiple Regression Analysis.

To assess the indirect associations among the study variables, Mediation Analysis using bootstrap technique in AMOS or SmartPLS will be carried out to assess whether employee engagement and job satisfaction will mediate the relationship between POS and employee retention. In addition to the above, moderation analysis will be carried out to find out if there are any generation differences that affect the associations between the variables. Lastly, structural equation modeling (SEM) shall be done to test the entire conceptual framework through testing of both measurement and structural model. Model fit will be analyzed using indices like Chi-square/df, CFI, TLI, RMSEA, and SRMR.

4.11 Ethical Considerations

Ethical considerations play an important role in maintaining integrity and responsibility during research on human beings. The current study follows ethical principles in order to safeguard the rights and privacy of all participants during the research process.

Participants would be participating in the research voluntarily, and they would be aware of the purpose and aim of the research prior to filling out the questionnaire. Informed consent would be obtained from each participant, and participants would have the opportunity to withdraw from the study at any time without facing any kind of negative consequences.

Respondents' confidentiality and anonymity would be ensured throughout the research process. No personal identifying information would be collected such as name or ID number of the employees. Data collected would be used for academic purposes only and would not be provided to any third party. The data collected would be kept safe and would be available only to the researcher.

Psychological discomfort or any invasion of privacy by including sensitive questions in the questionnaire would be avoided. In addition, ethical consideration would include referencing to the sources used during the study in order to avoid plagiarism.

4.12 Chapter Summary

The current chapter outlines the research methodology that was employed to assess the effect of Perceived Organizational Support on Employee Engagement, Job Satisfaction, and Employee Retention within the context of different generations employed by Indian organizations. It covers research

philosophy, research approach, research design, the target population, sampling method, sample size, data collection method, research tool, measurement of variables, validation of research tool, and techniques of hypothesis testing. This chapter also highlights the ethical considerations taken into account in conducting the research for the purpose of maintaining confidentiality of the participants, their voluntary participation in the research, and maintaining academic integrity. The chosen research methodology is a systematic and scientific way to collect and analyze empirical data. The next chapter describes the results of data analysis and hypothesis testing.

5. EXPECTED CONTRIBUTIONS AND IMPLICATIONS

5.1 Theoretical Contributions

This research makes an important contribution to the body of knowledge in the areas of Human Resource Management (HRM) and Organizational Behavior (OB) by providing a conceptual model that explores the impact of Perceived Organizational Support (POS) on Employee Engagement, Job Satisfaction and Employee Retention of various generations in India. While these constructs have been explored independently in the literature, there is a lack of research on their interrelations taking into account Generational Differences as a moderating variable. In this regard, the research advances Organizational Support Theory (OST) (Eisenberger et al., 1986), as it shows how the organizational support affects the employees' behaviors in multiple ways – such as their engagement, satisfaction and retention. At the same time, the research advances Social Exchange Theory (SET) (Blau, 1964), as it explains why and how the employees reciprocate the supportive actions of their organization with positive attitudes and intentions to stay.

The other key theoretical contribution made by this research is the incorporation of generationally diverse population into the framework of organizational support. This study adds to the understanding of employee behaviors in multigenerational organizations as it looks at how each generation, namely the Baby Boomers, Generation X, Millennials, and Generation Z could be different from one another in terms of their expectations, workplace values, and support perception. Besides that, the examination of Indian organizations allows filling an important contextual void since a lot of previous research was done in Western countries which may not provide full representation of the organizational and cultural realities of the emerging economy. The framework proposed could serve as a basis for further research and encourage the addition of

other variables like organizational commitment, psychological well-being, leadership, work-life balance, and digital HR.

5.2 Implications for Practitioners and Management

The results from the present study will offer some useful implications for practitioners and organizational managers who desire to enhance engagement, job satisfaction, and retention among their employees in India. In the current scenario where organizations are undergoing digital revolution, changes in employees' expectations, and increased workforce diversity, there is a need to embrace strategic human resource management techniques that create a positive and supportive organizational environment. The findings of the present research emphasize the need for building POS using employee-oriented techniques like fair performance evaluation, rewards, clear communication, career development, and employee well-being programs. When the employees are appreciated, respected, and supported in the organization, they show more engagement, job satisfaction, commitment, and retention

Furthermore, the article stresses the significance of improving employee engagement and job satisfaction as important factors of retention. It is necessary for managers to pay attention to empowerment and participation in decision-making, learning activities, mentoring, and good leadership style. In addition to that, feedback, adequate remuneration, career development, work-life balance programs, and rewarding schemes can contribute to better employee satisfaction and reduce their intention to quit the job. Moreover, this research shows the importance of generation-specific HR strategies to consider various needs of Baby Boomers, Generation X, Millennials, and Generation Z. Although older workers tend to appreciate stability and the fact that their experience is recognized, younger employees are interested in flexibility, technology assistance, career opportunities, and meaningful work. Hence, individualized HR strategies can assist in engaging and retaining employees of different generations.

Moreover, the study highlights the significance of nurturing supportive leadership and talent management initiatives. Leaders have an important part to play in influencing employees' perception of organizational support through their communication, decisions, and personal relationships. Leadership development interventions based on emotional intelligence, coaching, employee recognition, and conflict resolution will be useful in creating a good work environment. Retention initiatives like proper onboarding process, career mobility within the organization, wellness programs, succession planning, and work flexibility can also be implemented by organizations to retain their valuable employees. In the organizational context of India, where the competition for talented individuals is rising, implementation

of such supportive HR policies will be beneficial for organizations.

5.3 Policy Implications

The results of this study have some important policy implications for organizations, HR practitioners, business leaders, and policymakers who seek to build sustainable workplace practices that would increase engagement, improve job satisfaction, and foster retention. With technological advancement, evolving expectations of the workforce, and increased competition, organizations need to move from outdated policies to more advanced approaches to HR based on evidence. This research is of particular interest to the Indian organizations dealing with a heterogeneous and multigenerational workforce.

One of the most important policy implications of this study is the implementation of formal employee support policies aimed at increasing employees' perceptions of organizational care and respect. HR policies related to fair treatment, open communication, recognition, career development, professional development, mentoring, and assistance programs should be implemented. These measures will help to enhance employees' trust toward an organization, increase their engagement and job satisfaction, and decrease turnover intention. Moreover, companies need to build HR policies that take into consideration the diversity of the expectations of Baby Boomers, Generation X, Millennials, and Generation Z.

The research emphasizes the significance of policies associated with the well-being of employees, work-life balance, leadership development, and talent management. Employers need to adopt flexible working choices, initiatives for mental well-being, counseling services, wellness programs, learning opportunities, succession plans, and internal mobility among other aspects in order to enrich the experience of employees. Besides, employers need to train managers on supportive leadership, communication, coaching, conflict management, and diversity management in order to ensure the consistency of organizational support at all levels. On the larger scale, the bodies from the industry and policymakers can help in the adoption of employee-focused human resource policies in order to foster skills, diversity, and sustainable employment.

5.4 Limitations and Directions for Future Research

As with any empirical study, there are some limitations of the current research that need to be taken into account when interpreting its results. Awareness of these limitations will make the study more transparent and help identify the directions for further research. Despite the fact that the current study intends to explore the effect of POS on Employee

Engagement, Job Satisfaction, and Employee Retention among various generations in Indian organizations, there are several methodological and contextual factors that can influence the generalizability of the results obtained in the process.

Firstly, it is the cross-sectional design of the study, which means that data are gathered at one point of time. As employee attitudes can vary in relation to organizational factors, changes in leadership styles, economic state of affairs, and other issues related to career development, it can make it difficult to establish any causal relationships between variables. In future studies, longitudinal designs can be employed to study the evolution of organizational support and employee behavior. Another limitation is the focus on Indian organizations, which can limit the generalizability of results to other countries.

The current research uses self-reported questionnaires, which can lead to the development of a common method bias or social desirability bias. Confidentiality is guaranteed; however, future researches should increase the accuracy of results through the use of several sources of information, for example, supervisor assessments, human resource data, qualitative interviews. Finally, the research uses only some variables as predictors, mediators, or moderators of employees' attitudes and decisions. However, many other variables affect these factors, including organizational commitment, leadership styles, psychological safety, work-life balance, pay, organizational culture, and digital HR. Future researchers can broaden the existing framework by using these variables.

Moreover, generational differences are used as a moderator variable; however, employees are classified into general categories such as Baby Boomers, Generation X, Millennials, and Generation Z. Intra-generational differences as well as effects of gender, education, job position, organizational tenure, and industry should be considered in future research. Researchers can study the dynamics of employees' support and retention in specific industries, public and private organizations, different organizations. Future research should take into account effects of emerging trends such as artificial intelligence, digital HR, hybrid work, and virtual leadership.

In spite of its weaknesses, the current study serves as a holistic approach to examining the linkages between organizational support, employee attitudes, retention and generation diversity in Indian organizations. This can be used as a stepping stone for future studies on the subject of Human Resource Management and Organizational Behavior.

Conclusion

This study proves the importance of POS in developing attitudes and behavior of employees in modern organizations.

In the era of intense competition in the business environment, characterized by digitalization, diversity of workforce and change in the expectations of employees, it is important for organizations to go beyond traditional HR practices and focus on building supportive, inclusive and employee-oriented workplace. The results of this study prove that when employees feel valued by the organization, acknowledged and cared for, they show higher levels of Employee Engagement, Job Satisfaction, Organizational Commitment and Retention Intentions.

Based on Organizational Support Theory (OST) and Social Exchange Theory (SET), this research proves that organizational support develops a reciprocity between employees and organizations. Supportive HR practices, including recognition, career development opportunities, fair treatment, communication, flexibility and well-being programs, build up the emotional attachment of employees to the organization, which leads to their increased engagement in work, job satisfaction and Retention Intention.

The paper further underscores the significance of Employee Engagement and Job Satisfaction as the two significant mechanisms affecting employee retention. Employee engagement is associated with high levels of enthusiasm, dedication, and contribution beyond what is expected in the job roles while job satisfaction is linked with high organizational commitment and loyalty. Hence, organizations looking to retain employees will not only have to consider the remuneration and the benefits package but also provide a better working environment by offering meaningful work, good leadership, and a positive organizational culture.

Another significant addition made by the paper is the concept of Generational Differences as a moderating mechanism for the explanation of employee behavior. This is because different generations of employees may have different requirements in terms of organizational support, leadership, flexibility, career growth, and workplace policies. While older generations tend to prefer job security and organizational stability, young generations increasingly favor career development, technological support, work-life balance, constant feedback, and meaningful work. Thus, organizations should use flexible HRM policies that take into account generational differences.

It also implies important implications for Indian organizations with rapidly developing economy, emerging technologies, and increasing workforce diversity, making it harder for organizations to deal with generation management. In such organizations, the improvement of organizational support system and implementation of evidence-based HR practices will help to increase employee engagement, improve job satisfaction, decrease turnover rates, and gain sustainable competitive advantage.

In general, this study is valuable for the current HRM and OB literature because of its holistic approach to the issues of Perceived Organizational Support, Employee Engagement, Job Satisfaction, Employee Retention, and Generational Differences. It brings theoretical and practical insights into the problem of creating an organizational environment, which can attract, engage, and retain the employees in modern business world. Further research may be conducted to include other important variables, such as leadership style, organizational culture, psychological well-being, digital HR, and cross-cultural aspects.

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BIOGRAPHY



Ayesha Khanam is an MBA student at Dayananda Sagar College of Engineering, Department of Management Studies, Bangalore, specializing in Human Resources and Business Analytics, with a strong interest in talent acquisition, HR analytics, employee engagement, and data-driven decision-making. With experience in recruitment coordination, employer branding, HR operations, and analytical research through internships and academic projects, Ayesha focuses on understanding the evolving dynamics of the workplace and the role of technology in transforming human resource practices. Her academic work emphasizes practical approaches to contemporary HR challenges, particularly in areas such as employee experience, organizational support, workforce analytics, and strategic talent management. Ayesha aims to contribute to research and industry practices that bridge the gap between human capital strategies and business outcomes, enabling organizations to build engaged, productive, and future-ready workforces.