

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Chapter 5

Data Analysis and Interpretation

5.1 Data analysis & interpretation

Gender bifurcation

<u>Gender</u>	<u>No. of Respondents</u>
Male	303
Female	198

Table 5.1: Gender Bifurcation

Interpretation: -

During the survey of Banking employees, it was found that ratio of male worker is higher than that of female workers. 303 male workers are working & 198 female workers are employed. So, in order to work whole day, employees need more of social support.

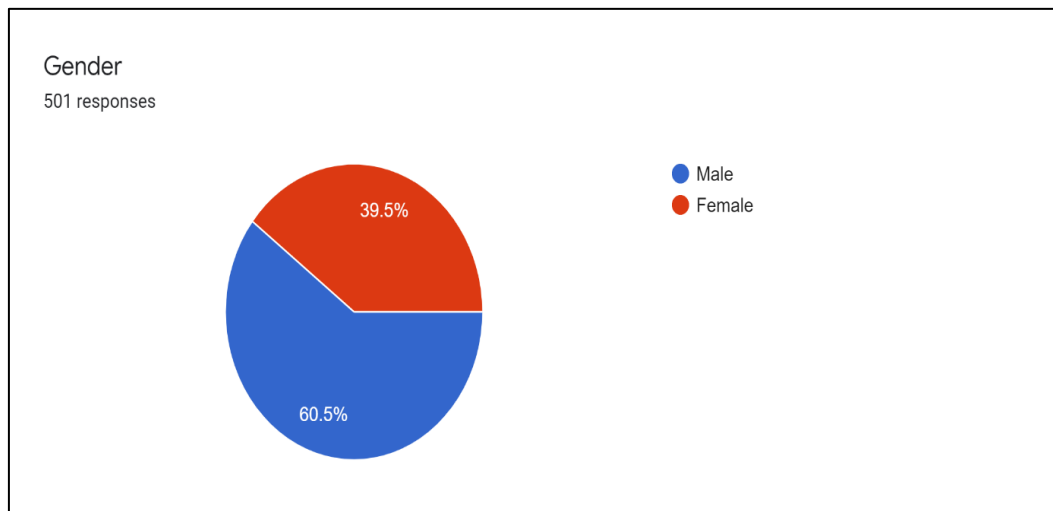


Figure 5.1: Gender Bifurcation

Age of the respondents

<u>Age</u>	<u>No. of Respondents</u>
20-30	102
31-40	339
41-50	52
50 Above	8

Table 5.2: Age of respondents

Interpretation: -

It was found that majority of Banking employees are between 31-40 age criteria, followed by 20-30 age criteria, followed by 41-50 age criteria & senior workers are minimum in bank. Due to majority young workforce, they can be easily motivated by providing sufficient rewards.

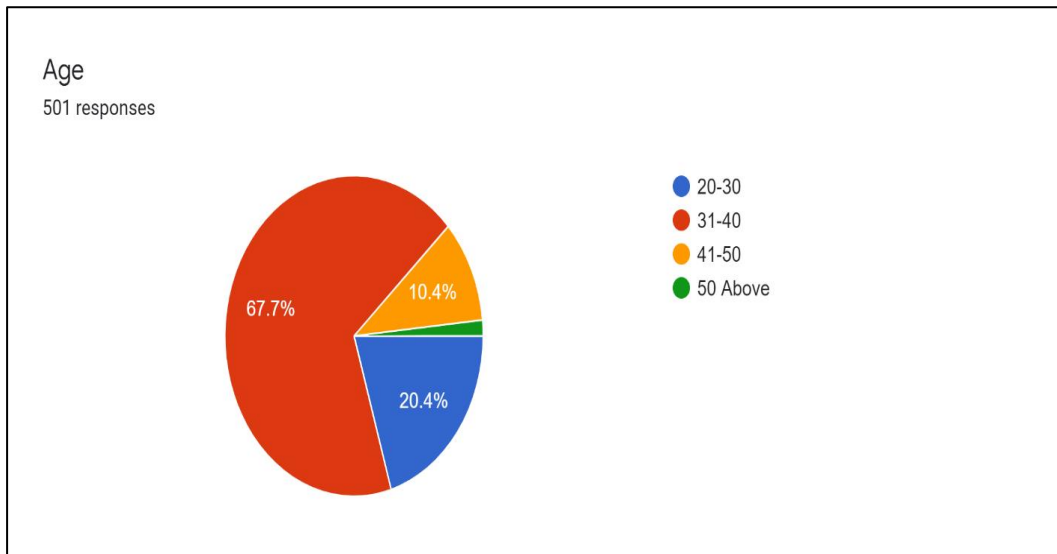


Figure 5.2: Age of respondents

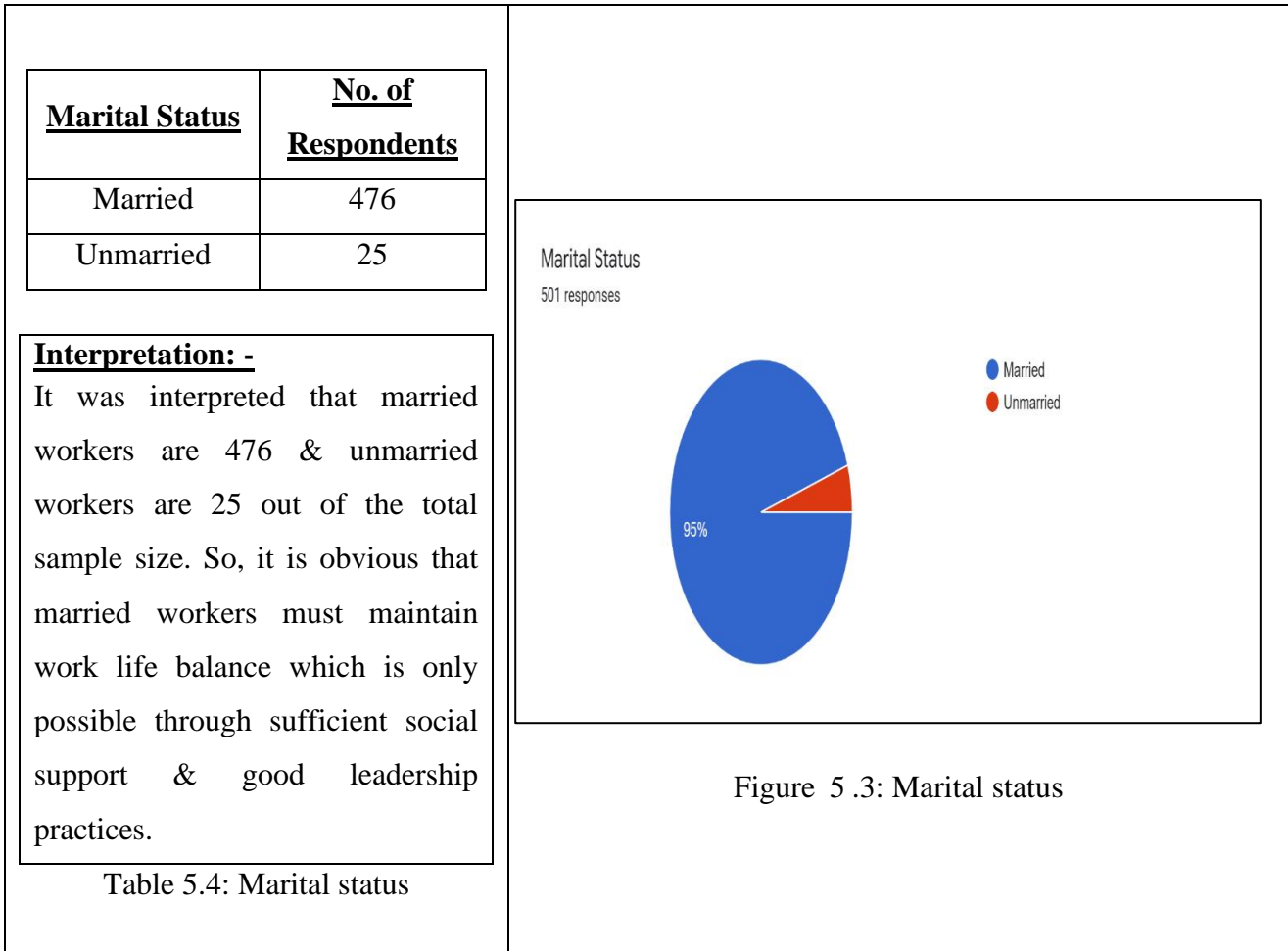
“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Name of your current organization

Banks	No of Respondents
Indian Bank	27
HDFC Bank	29
ICICI Bank	24
Axis Bank	29
Bank of Baroda	59
State Bank of India	55
Canara Bank	52
Bank of India	61
Punjab National Bank	24
UCO Bank	15
Kotak Mahindra bank	15
Bank of Maharashtra	10
Federal Bank	17
IDFC Bank	8
Union bank of India	15
Central bank of India	22
Indian overseas bank	3
Saurashtra Gramin Bank	2
RDC Bank	2
Yes Bank	3
Bandhan Bank	1
AU small finance Bank	4
IDBI Bank	2
Ujjivan small finance Bank	2
Co-operative bank of Rajkot	4
Karur vysya Bank	2
Andhra Bank	5
Rajkot Nagarik Bank	3
Rajkot people’s co-operative Bank	3
Karnataka Bank	3
Total	501

Table 5.3: Current organization

Marital status

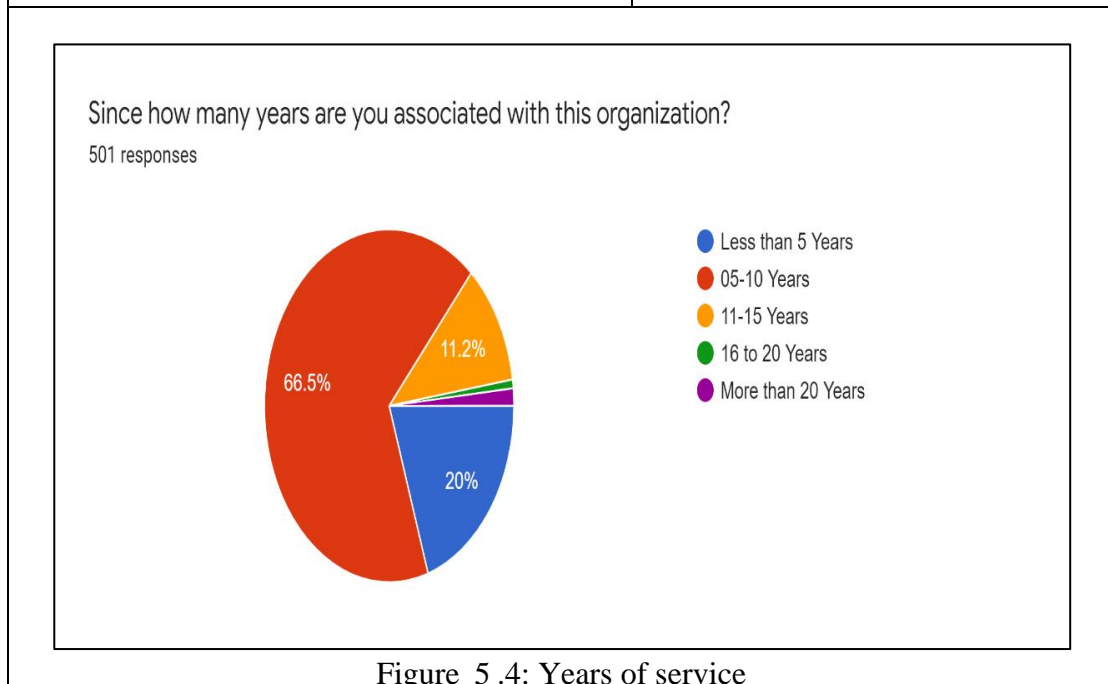


Since how many years are you associated with this organization?

<u>Years of service</u>	<u>No. of Respondents</u>
Less than 5 years	100
05-10 years	333
11-15 years	56
16-20 years	4
More than 20 years	8

Table 5.5: Years of service

Interpretation: -
 Maximum experience of respondents is between the age of 5-10 years. Then 100 respondents are having experience of less than 5 years. 56 respondents carry experience of 11-15 years, followed by 8 candidates who are having experience of more than 20 years. Last in the category falls 4 candidates who carry experience of 16-20 years. The long-term sustenance of employees depends on good leadership style of a leader in organization.



Maximum Qualification

<u>Qualification</u>	<u>No. of Respondents</u>	<u>Interpretation: -</u> 62.7% employees have completed post-graduation. 20.8% employees are graduate, 9.6% carry another professional degree & 7% employee are under graduate.
Under Graduate	35	
Graduate	104	
Post Graduate	314	
Professional Degree	48	
Others	00	

Table 5.6: Qualification

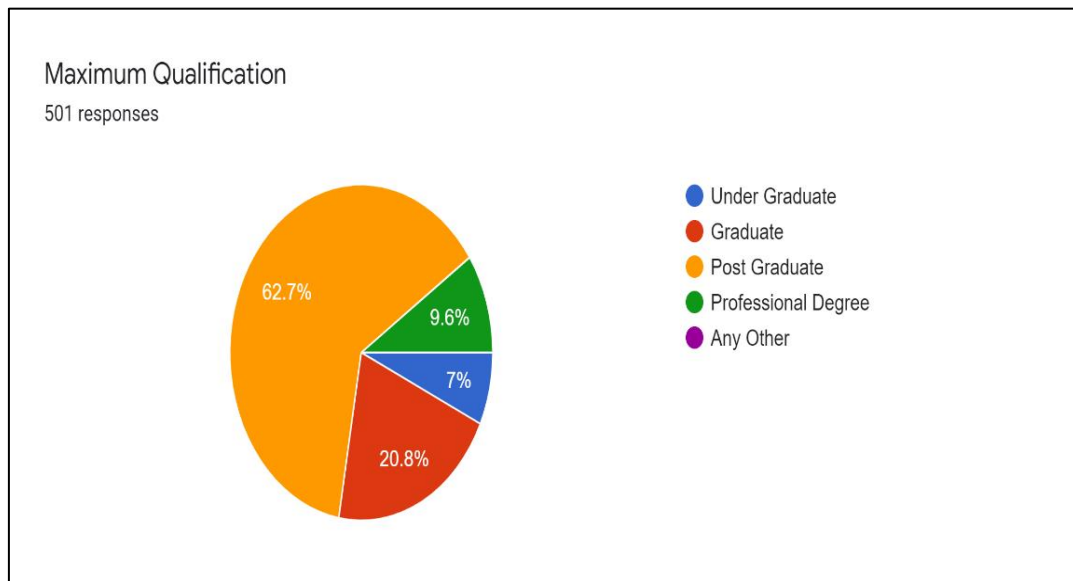


Figure 5.5: Qualification

What is your Salary (Per Month)?

<u>Salary</u>	<u>No. of Respondents</u>
Below 15000	23
15001-30000	72
30001-45000	320
45001-60000	69
Above 60001	17

Table 5.7: Salary

Interpretation: -

320 employees have salary between 30001-45000. Then 72 employees have salary between 15001-30000. 69 employees have salary between 45001-60000. 23 employees have salary below 15000. 17 employees have salary above 60001. These indicate that provision of monetary rewards apart from salary will hold employees for longer period.

What is your Salary (Per Month)?

501 responses

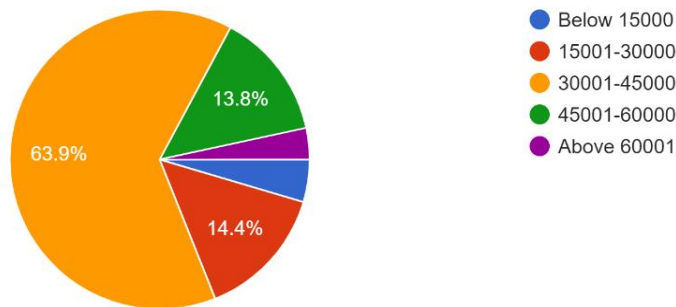


Figure 5.6: Salary

Are you satisfied with the guidance support & environment provided by the Management in favour to perform at your workplace?

<u>Response</u>	<u>No. of Respondents</u>
Highly Satisfied	235
Satisfied	231
Moderate	22
Dissatisfied	7
Highly Dissatisfied	6

Table 5.8: Guidance of leader

Interpretation: -
 In a five-scale option from Highly Satisfied to Highly dissatisfied, majority employees that is 235 are highly satisfied and 6 employees are least satisfied from guidance, support & environment provided by Management at the workplace. This shows the need to decrease ratio of dissatisfied workers by providing flexible working environment & by providing good organizational support.

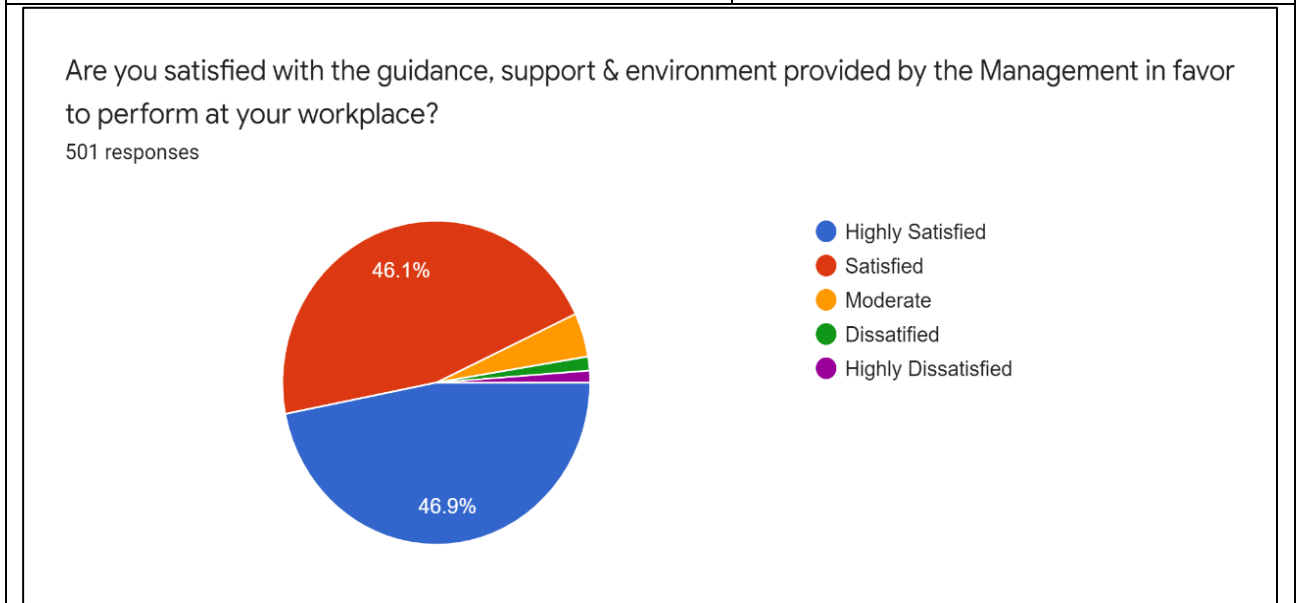


Figure 5.7: Guidance of leader

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Rewards & Employee Performance

How far do you agree with following statements?

<u>Statement</u>	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
Salary provided by your organization is sufficient to motivate you.	252	235	13	00	00
Bonus & Incentives play an important role in improving employee's performance and they must be linked with your annual performance.	224	208	65	00	00
Progressive rewards do have positive impact on employee's performance in modern corporate world.	355	132	11	00	00
Different rewards must be given for different level of performances as per transparent Performance Appraisal System.	160	330	8	00	00

Table 5.9: Reward & Employee Performance

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

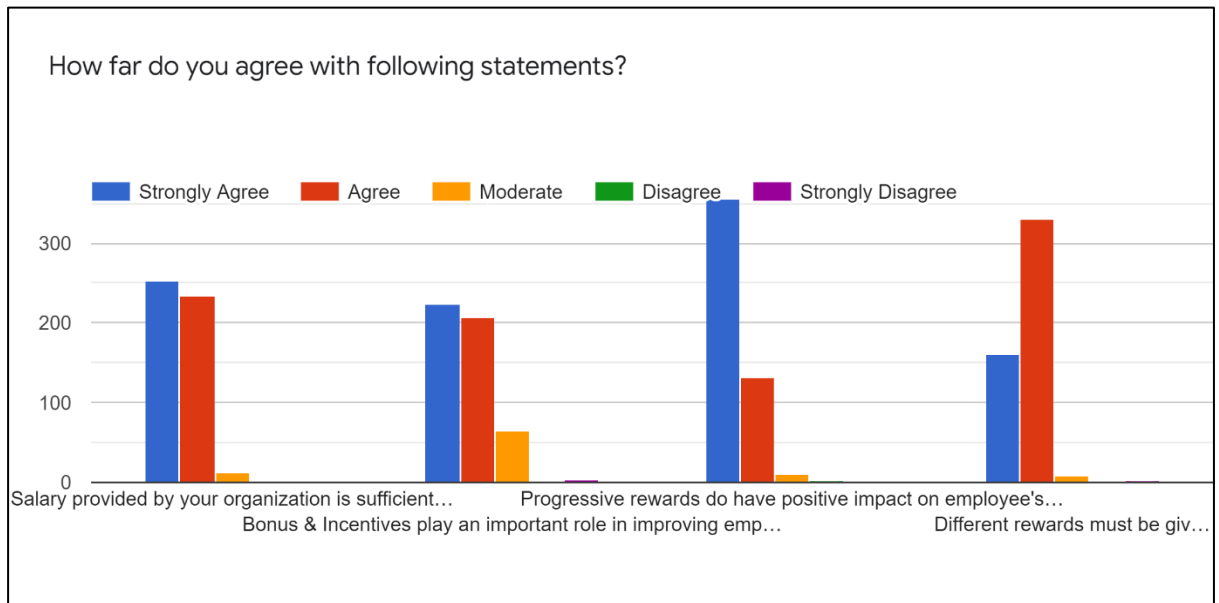


Figure 5.8: Reward & Employee Performance

Interpretation: -

252 employees strongly agree that salary provided by their organization is sufficient to motivate them. 224 employees surveyed strongly agree that bonus & incentives are important in improving employee’s performance & must be strongly linked with annual appraisal. 355 employees strongly agree that progressive rewards have impact on employee performance. As per transparent performance system, 330 employees agree that different rewards must be given for different levels of performance. In the above mentioned four criteria’s, none of the employee’s disagrees with the statements. So, it indicated that employees appreciate timely provision of rewards & it will surely impact employee motivation.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

In your organization employees are given rewards for?

<u>Response</u>	<u>No. of Respondents</u>
Innovative & Creative Ideas	243
Increased Productivity/Outcome	242
Customer & Peer relationship management	278
Accomplishment of targets/Milestones	231
High standards of Performance	167
New Product or services development	25
Business Growth & Expansion	84
Multitasking Ability & Diversity in work	52
Other	2

Table 5.10: Reason of Reward

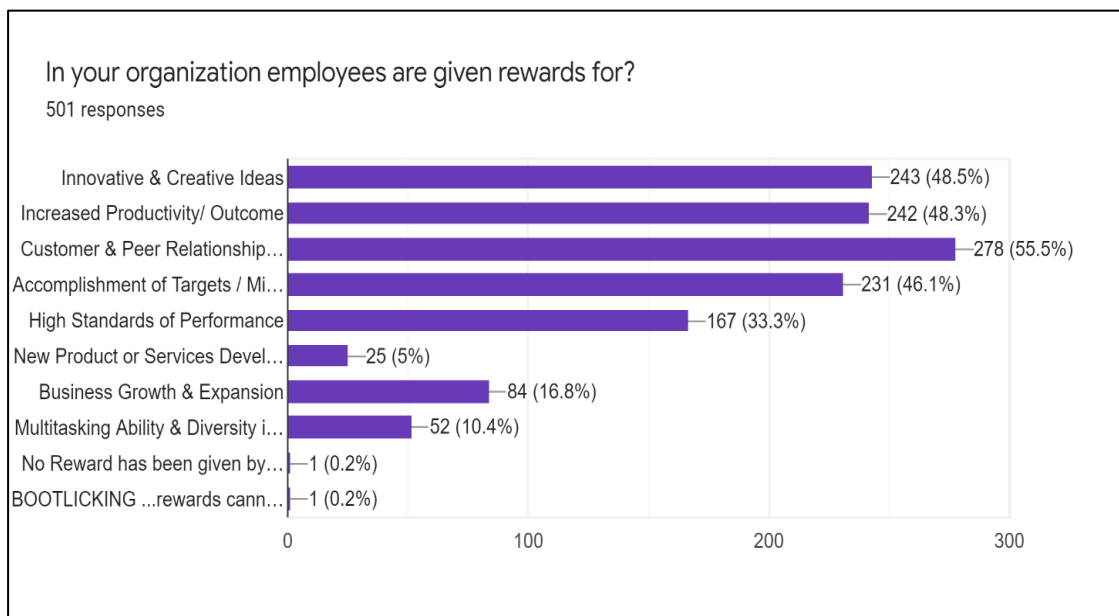


Figure 5.9: Reason of Reward

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Interpretation: -

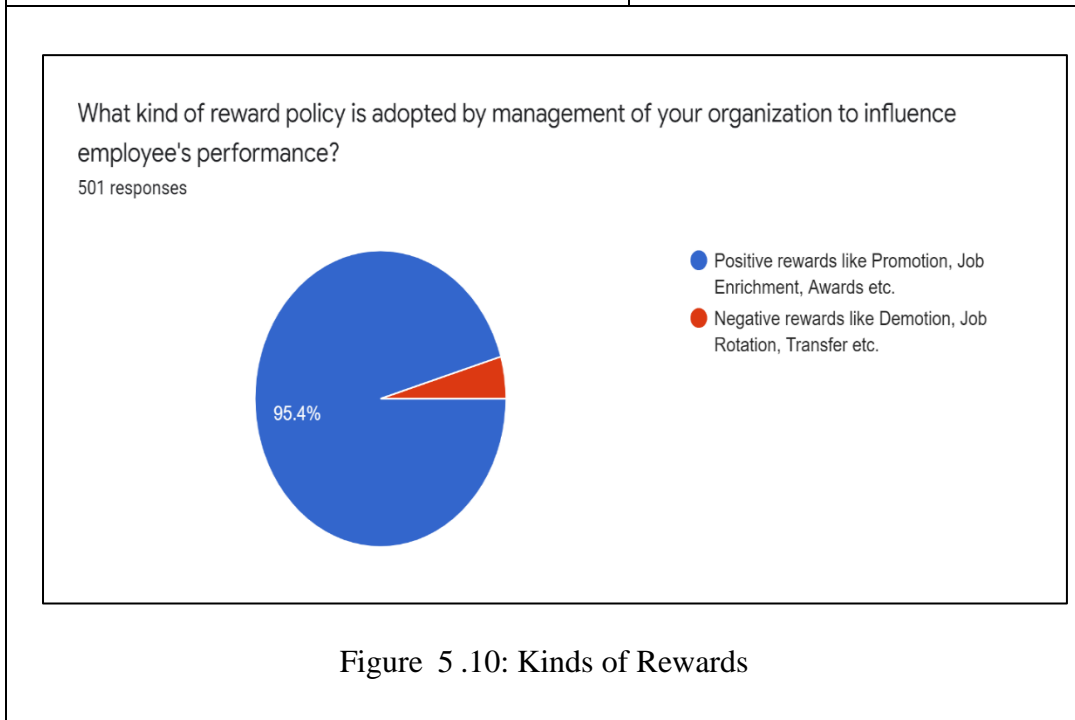
In the multiple checkbox options, majority of surveyed population opines that Rewards in the organization are generally given for maintaining customer & peer relationship, increased productivity & innovative ideas. Then 231 & 167 employees respectively agrees that Rewards are given for accomplishing targets & maintaining high performance standards. Rewards are also given for multitasking ability & business growth followed by new service development. 2 people say that any reward is not given & if given it is not based on work, it is dependent on your acceptability of your boss.

What kind of reward policy is adopted by management of your organization to influence employee's performance?

<u>Response</u>	<u>No. of Respondents</u>
Positive rewards like Promotion, Job Enrichment, Awards etc.	478
Negative rewards like Demotion, Job Rotation, Transfer etc.	23

Table 5.11: Kinds of rewards

Interpretation: -
 478 of the surveyed employees says that Positive rewards like promotion, Job enrichment & Awards influences employees’ performance in a positive way. Negative rewards like Demotion, Job rotation & transfer demotivates employee to great level & employees think of turnover. So, to overcome demotivation issues, positive reward culture must be developed in organization.



Which type of rewards affect employee's performance more intensively?

<u>Response</u>	<u>No. of Respondents</u>
Financial rewards like Hike in Pay, Allowances, Fringe Benefits, Bonuses, Promotions, Profit Sharing etc.	388
Non-Financial Rewards like recognition, Appreciation, Awards & Certificates etc.	35
Both are equally important	78

Table 5.12: Type of rewards

Interpretation: -

388 respondents say that financial rewards like hike in pay, Allowances, Bonus, Profit sharing immediately encourages employees because money is the first factor for which employee adopts any job. 35 respondents said that non-financial rewards matter for them like recognition, appreciation, awards, certificates increase their morale to survive long term in the organization. 78 respondents agree that both the rewards are equally important for them.

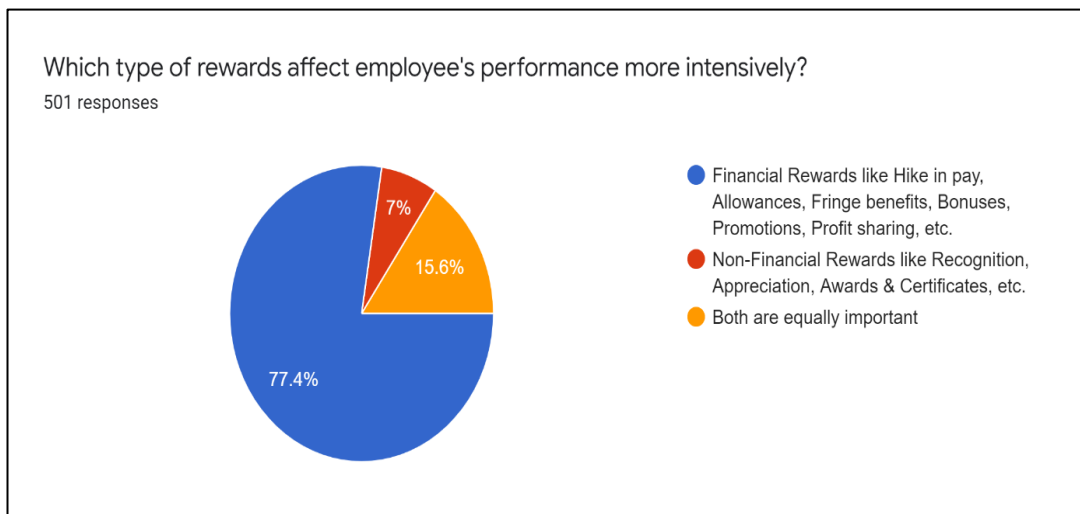


Figure 5.11: Types of rewards

Does Rewards have impact on employee's performance?

<u>Response</u>	<u>No. of Respondents</u>
Very highly	163
Highly	326
Neutral	12

Table 5.13: Impact of reward

Interpretation: -
 It is believed that Rewards have some impact on employee performance. So, 326 employees responded that Rewards highly impacts employee’s performance. 163 respondents responded that there is Very High impact of Rewards on Employee Performance. 12 employees have a neutral opinion regarding impact of reward.

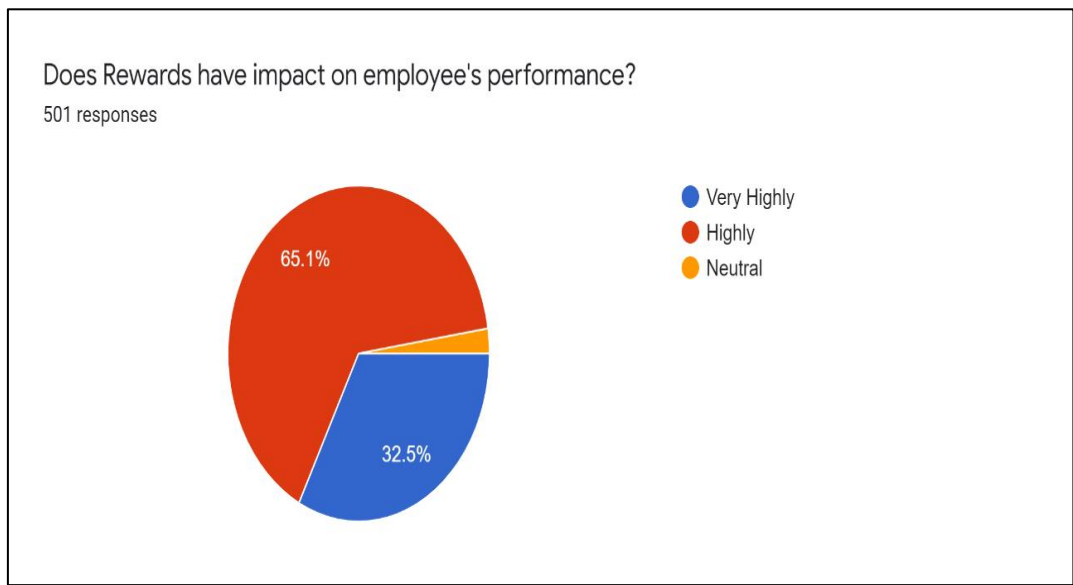


Figure 5 .12: Impact of reward

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Leadership & Employee Performance

How far do you agree with following statements?

Statement	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
Leaders & Leadership styles play a vital role in motivating employees and increases employee’s productivity & performance.	312	177	12	00	00
Leader’s professional & emotional support helps employee in enriching their skills & commitment towards organization.	134	362	5	00	00
Training/Guidance by a leader helps in doing error free work with Self-Commitment.	196	148	157	00	00
Leader has been able to create harmony among various members of the organization.	304	191	6	00	00

Table 5.14: Leadership & Employee Performance

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

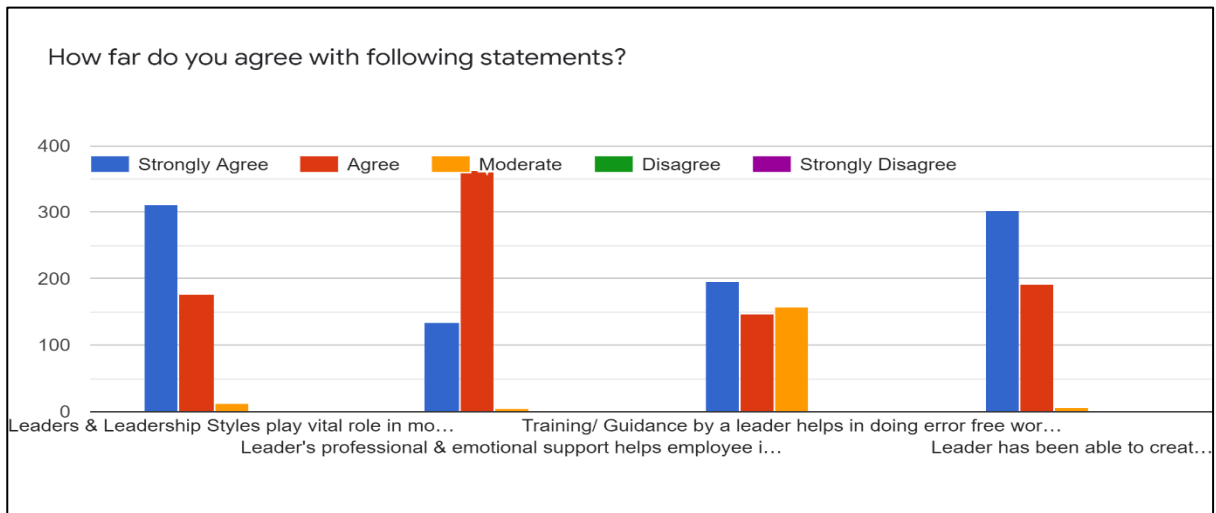


Figure 5.13: Leadership & Employee Performance

Interpretation:-

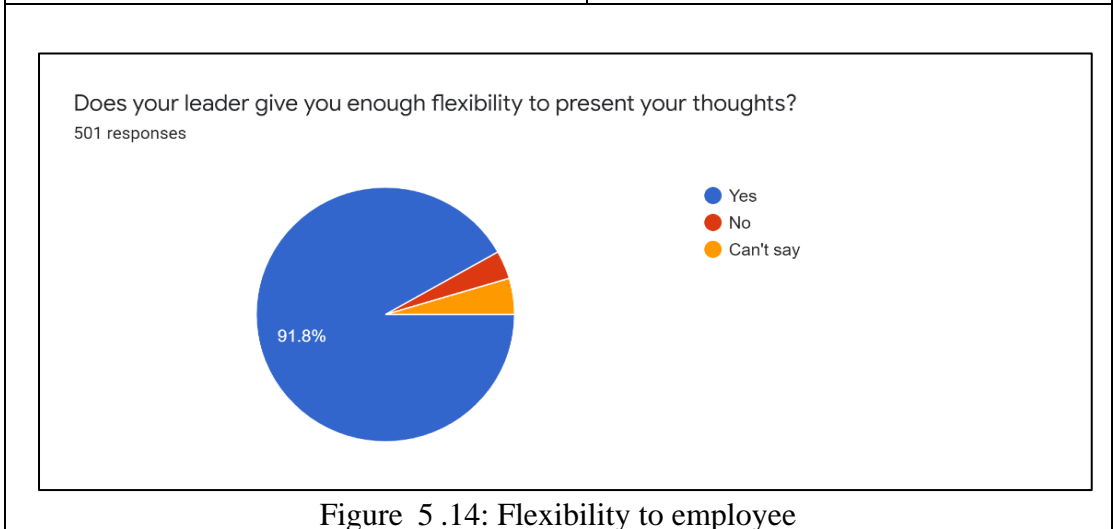
312 respondents strongly agree that leaders & leadership styles play a vital role in motivating employees and increases employee's productivity & performance. 362 respondents agree that Leader's professional & emotional support helps employee in enriching their skills & commitment towards organization. So leader's contribution is must in enhancing the knowledge of employees. Majority of the respondents strongly agree that training & guidance by a leader helps employees in doing error free work. 304 employees agree that 32 leader has been able to create harmony among various members of the organization.

Does your leader give you enough flexibility to present your thoughts?

<u>Response</u>	<u>No. of Respondents</u>
Yes	460
No	18
Cannot Say	23

Table 5.15: Flexibility to employees

Interpretation: -
 460 respondents agree that leader gives enough flexibility to employees to present their thoughts. This means that if proper discretion is given to employees to express their ideas, then they will work with full satisfaction. Employees will be able to exercise power in positive use for the organization.



“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

What is/are the way through which your leader influences you?

<u>Response</u>	<u>No. of Respondents</u>
Ensuring your Job security	141
Valuing your work quality & expertise	380
Guiding in an unbiased way	255
Job rotation & Job enrichment	261
Job security & learning opportunities	37
Giving you Promotions & Growth in income	66
Maintaining Comfort relationship	29
Other	2

Table 5.16: Influence from leader

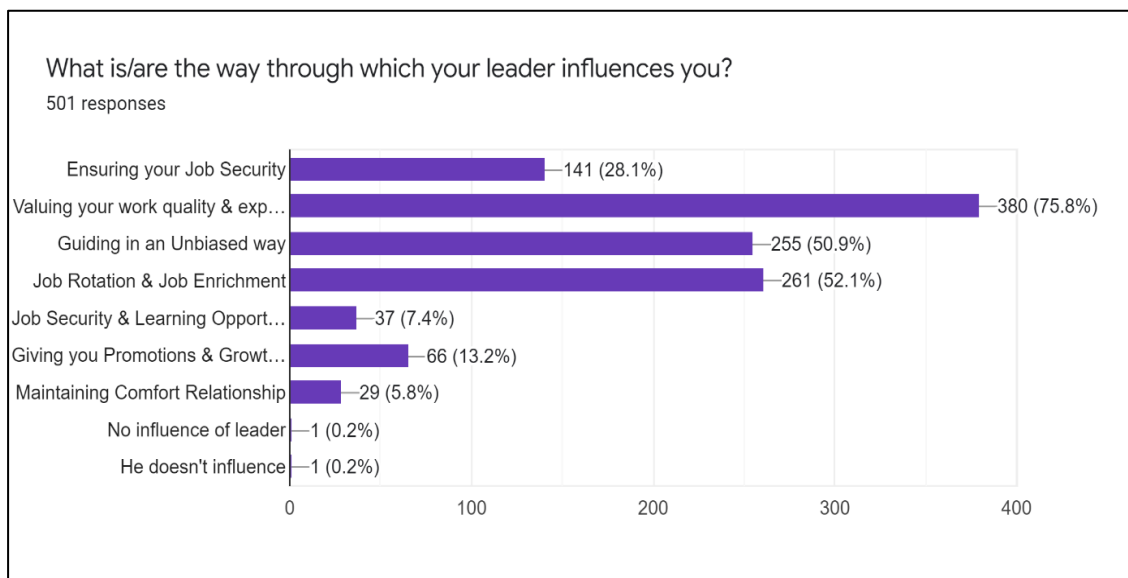


Figure 5.15: Influence from leader

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Interpretation: -

Valuing work quality & expertise, Job rotation & enrichment, guiding in unbiased way & ensuring job security are the ways through which leader influences employees. These are the main factors from which leader can influence employees. So, the employees can perform in a better way. There is also a minor role of job security, promotions in influencing employees. 2 employees said that Leader does not influence them in anyways.

Does leadership model adopted by your organization give you final Authority & Responsibility regarding your work?

<u>Response</u>	<u>No. of Respondents</u>
Always	147
Frequently	315
Sometimes	27
Very rarely	8
Never	4

Table 5.17: Authority & Responsibility

Interpretation: -
 315 respondents said that leadership model adopted by organization gives frequent authority & responsibility to employees. So that they are independent to take decisions regarding their own work. 147 respondents frequently agree & 27 sometimes agree that leadership model of the organization gives authority & responsibility.

Does



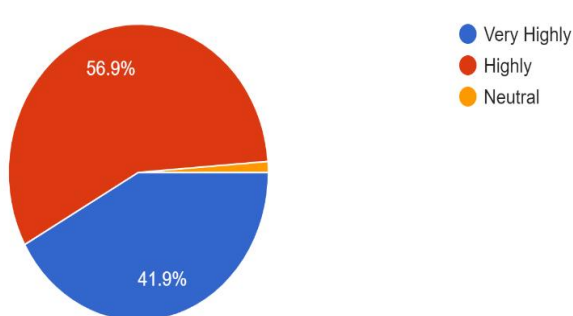
Figure 5.16: Authority & Responsibility

Leadership style & traits impact employee's performance?

<u>Response</u>	<u>No. of Respondents</u>
Very highly	210
Highly	285
Neutral	6

Interpretation: -
 285 respondents agree that leadership style & traits highly impacts employee performance. 210 respondents agree & 6 respondents

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

<p>Table 5.18: Impact of leadership style & traits</p>	<p>are neutral that leadership style & traits impact employee performance.</p>								
<div style="border: 1px solid black; padding: 10px;"> <p>Does Leadership style & traits impact employee's performance? 501 responses</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Highly</td> <td>41.9%</td> </tr> <tr> <td>Highly</td> <td>56.9%</td> </tr> <tr> <td>Neutral</td> <td>1.2%</td> </tr> </tbody> </table> <p align="center">Figure 5 .17: Impact of leadership style & traits</p> </div>		Impact Level	Percentage	Very Highly	41.9%	Highly	56.9%	Neutral	1.2%
Impact Level	Percentage								
Very Highly	41.9%								
Highly	56.9%								
Neutral	1.2%								

Social Support & Employee Performance

How far do you agree with following statements?

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

<u>Statement</u>	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
Positive social support approach adopted by an organization will increase employee’s skills and enhance employee performance.	308	179	14	00	00
Manager's / Supervisor's/Co-worker's support help in reducing employee's stress & solving employee's work problems by sharing extra workload.	204	248	48	00	00
Your family, friends & relatives gives enough emotional support during tough or stressful time.	267	217	17	00	00
Management policy is flexible enough to improve your Productivity & Professional development.	161	321	11	07	00

Table 5.19: Social support & Employee Performance

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

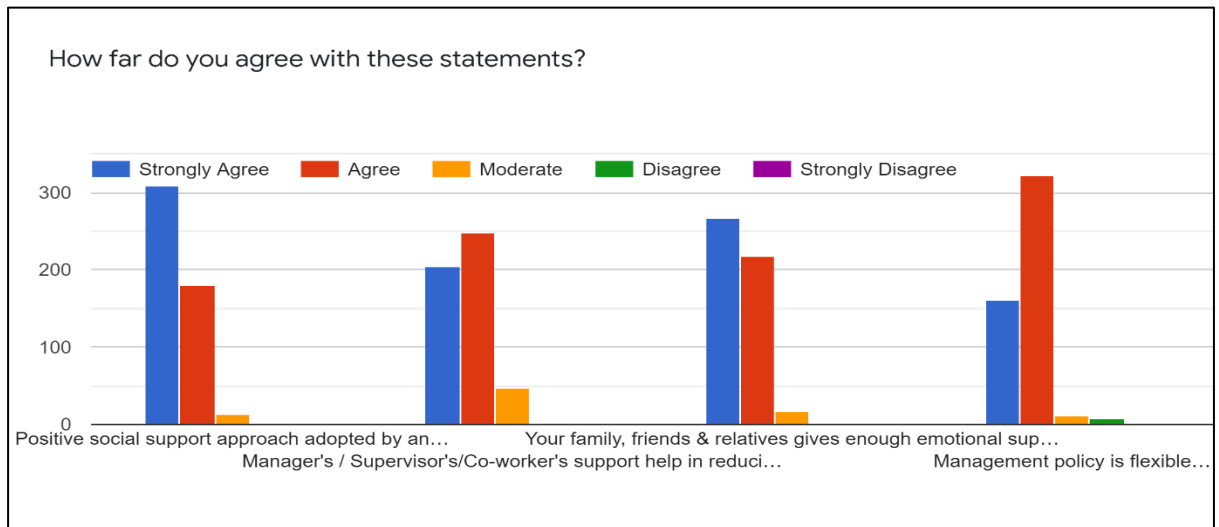


Figure 5 .18: Social support & Employee Performance

Interpretation: -

Majority of the respondents strongly agree that Positive social support approach adopted by an organization will increase employee’s skills and enhance employee performance. 248 researched sample employees agree that Manager's / Supervisor's/Co-worker's support help in reducing employee's stress & solving employee's work problems by sharing extra workload. 267 respondents agree that family, friends & relatives gives enough emotional support during tough or stressful time. 321 employees agree that Management policy is flexible enough to improve your Productivity & Professional development but 7 employees disagree about the same. So, policy adopted by management must be flexible so that it does not hinder progress of employee.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

From whom do you expect Social Support at most? (Rank 1-5)

<u>Statement</u>	1	2	3	4	5
Peers/ Colleagues	141	259	62	15	24
Immediate Boss	238	123	41	86	13
Organizational Support	82	84	243	83	09
Family Culture	19	21	93	299	69
Friends & Relatives	21	14	62	18	386

Table 5.20: Sources of social support

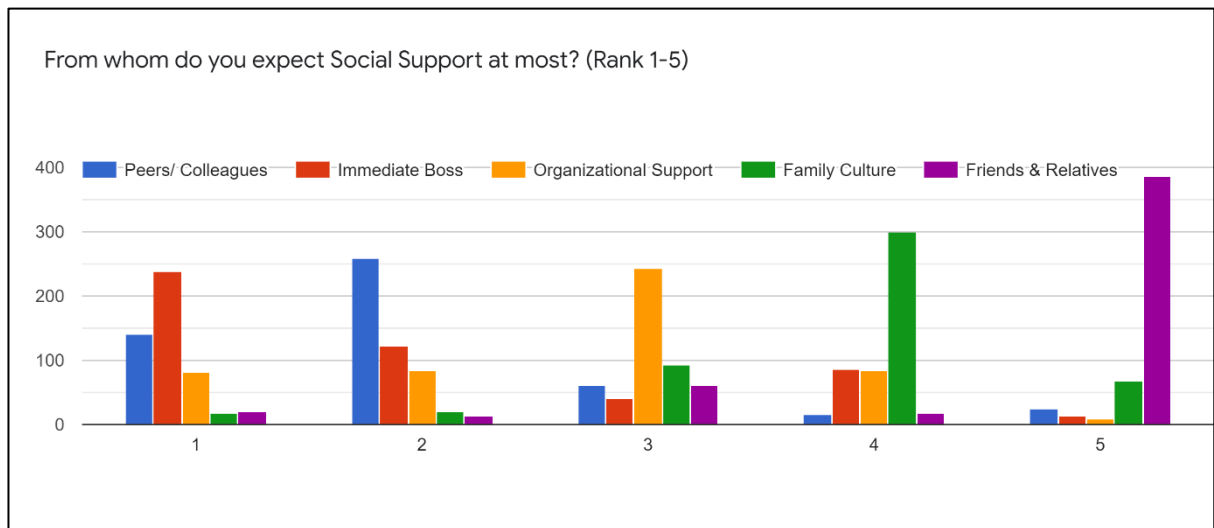


Figure 5 .19: Sources of social support

Interpretation: -

In the ranks given by employees to their sources of social support, bifurcation is as under: -

Out of the five category, majority of the respondents that is 238, ranks Immediate boss as a first major source of social support.

Second rank goes to the Peers/Colleagues support with 259 respondents agreeing to it.

Third rank goes to Organizational support with 243 respondents supporting it.

Employees are perceiving Family culture as fourth most source of Social Support. And

at last, fifth rank goes to Friends & Relatives with 386 respondents agreeing to it.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

How does social support impact employee performance?

<u>Response</u>	<u>No. of Respondents</u>
Improves morale & self-motivation	143
Develops confidence & reduce stress	322
Improves skills/capabilities	246
Improve work performances	201
Gives emotional stability	97
Strengthens decision making ability	33

Table 5.21: Ways of social support

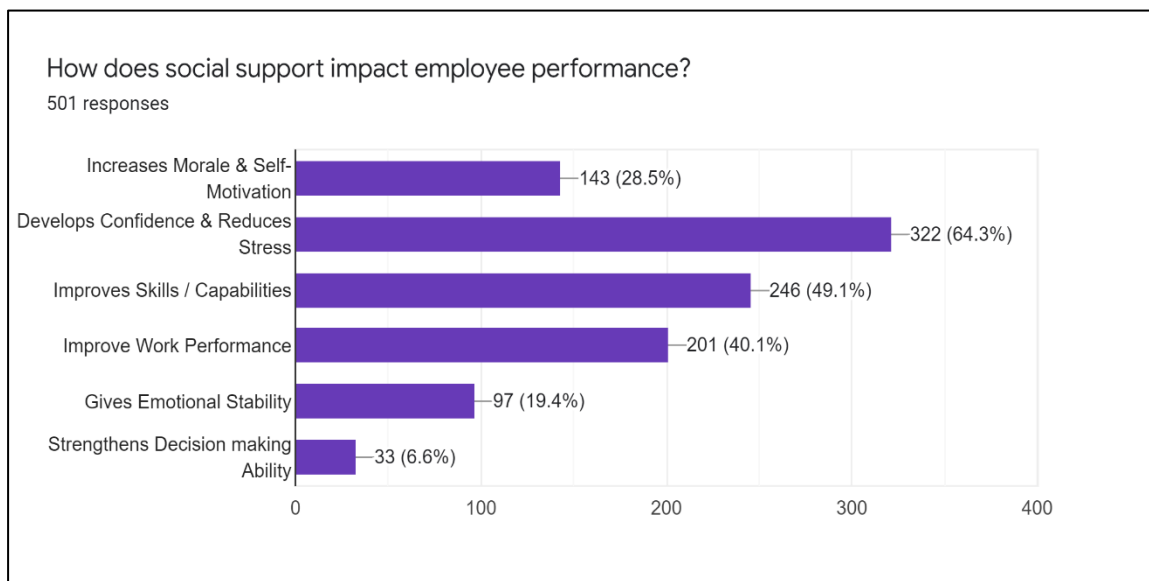


Figure 5.20: Ways of social support

Interpretation: -

Respondents agreed that social support develops confidence & reduce stress, improves skills & capabilities, improve work performance & increases morale & self-motivation in employees. These are the major benefits received by employee through social support. Social support also gives emotional stability & strengthens decision making ability of the employees.

Does Social support impact on employee's performance?

<u>Response</u>	<u>No. of Respondents</u>
Very highly	215
Highly	281
Neutral	5

Table 5.22: Impact of social support on employee performance

Interpretation: -
 281 employees highly agree that social support impacts employee performance. 215 agrees that it impacts very highly and 5 employees agree that it has neutral effect on employee performance. So, it can be concluded that respondents strongly agree that social support have a significant impact on employee performance.

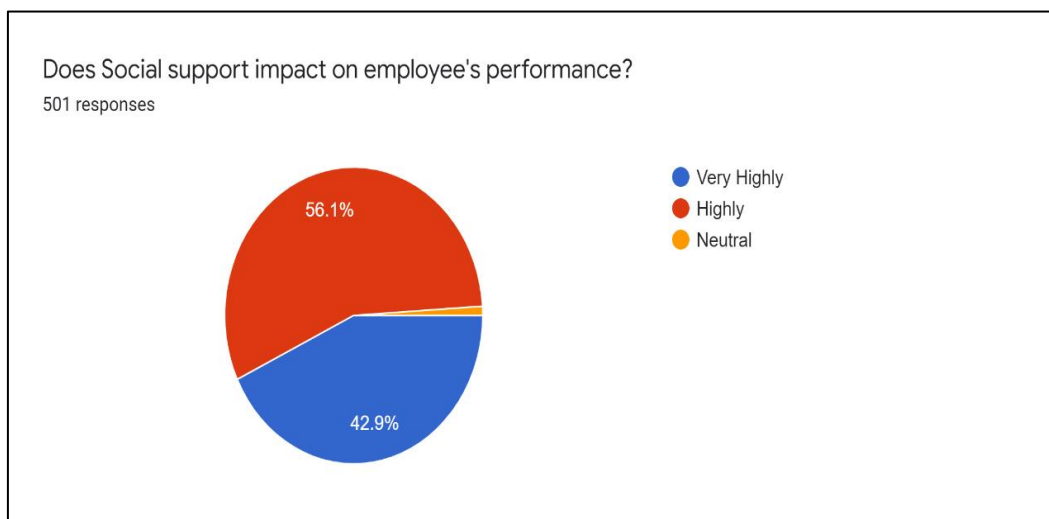


Figure 5.21: Impact of social support on employee performance

Do you have someone very close in your life to whom you can share your emotions & sentiments as per the requirement to seek guidance / direction in the life?

<u>Response</u>	<u>No. of Respondents</u>
Yes, I have my Parents/Guardian(s)	114
Yes, I have my Family Member(s)/Sibling(s)	238
Yes, I have my close Friend(s)	33
Yes, I have my Better-Half	100
No, I do not have any close one in my life	09
No, I even feel lonely sometimes	07

Table 5.23: Close social support

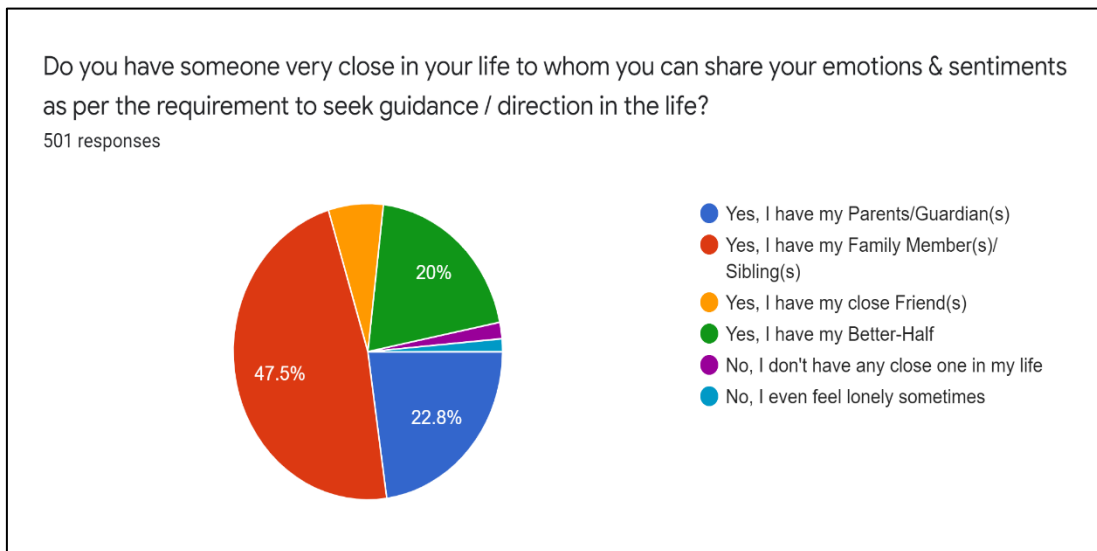


Figure 5.22: Close social support

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Interpretation: -

There are various sources of social support for everyone. 238 people said that they have family members or siblings for support. 114 employees agreed that they have Parents or guardians for their support. 100 employees agreed that they have their Better-half for support. 33 employees said that their close friends are their support. 9 respondents said that they do not have any close one in life to motivate them to work. 7 respondents accepted that they even feel lonely sometimes. So, every working employee should have a strong support in order to stay mentally fit.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

5.2 Hypothesis calculation by chi-square method (χ^2)

REWARDS

H0: There is no significant impact of Attributes of **Rewards on Employees’ Performance** in Banking Sector.

H1: There is significant impact of Attributes of **Rewards on Employees’ Performance** in Banking Sector.

Calculation of chi square

	Fo	Fe	(F ₀ -F _e)	(Fo- Fe) ²	(Fo-Fe) ² /Fe
VERY HIGHLY	163	167	-4	16	0.095808
HIGHLY	326	167	159	25281	151.3832
NEUTRAL	12	167	-155	24025	143.8623
					295.3413

Table 5.24: Calculation of chi square

RESULT

Here **chi square calculated value is 295.34 and chi square table value is 5.99** at degree of freedom $(n-1) = (3-1) = 2$ at level of significance 5 %. So, chi square calculated >chi square table value. **Hence, we accept our H₁ and reject our H₀.**

So, there is a significant impact of Rewards on Employee Performance in Banking Sector.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

LEADERSHIP

H0: There is no significant impact of **Leadership Traits on Employees’ Performance & Turnover** in Banking Sector.

H1: There is a significant impact of **Leadership Traits on Employees’ Performance & Turnover** in Banking Sector.

Calculation of chi square

	Fo	Fe	(F ₀ -F _e)	(Fo- Fe) ²	(Fo-Fe) ² /Fe
VERY HIGHLY	210	167	43	1849	11.07186
HIGHLY	285	167	118	13924	83.37725
NEUTRAL	6	167	-161	25921	155.2156
					249.6647

Table 5.25: Calculation of chi square

RESULT

Here **chi square calculated value is 249.66** and **chi square table value is 5.99** at degree of freedom $(n-1) = (3-1) = 2$ and at level of significance 5 %. So, chi square calculated >chi square table value. **Hence, we accept our H₁ and reject our H₀.**

So, there is a significant impact of Leadership Traits on Employees’ Performance & Turnover in Banking Sector.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

SOCIAL SUPPORT

H0: There is no significant impact of **Social Support on Employee Performance & Work Life Balance** in Banking Sector.

H1: There is a significant impact of **Social Support on Employee Performance & Work Life Balance** in Banking Sector.

Calculation of chi square

	Fo	Fe	(F _o -F _e)	(F _o - F _e) ²	(F _o -F _e) ² /F _e
VERY HIGHLY	215	167	48	2304	13.79641
HIGHLY	281	167	114	12996	77.82036
NEUTRAL	5	167	-162	26244	157.1497
					248.7665

Table 5.26: Calculation of chi square

RESULT

Here **chi square calculated value is 248.77** and **chi square table value is 5.99** at degree of freedom $(n-1) = (3-1) = 2$ at level of significance 5 %. So, chi square calculated > chi square table value. **Hence, we accept our H₁ and reject our H₀.**

So, there is a significant impact of Social Support on Employee Performance & Work Life Balance in Banking Sector.

5.2.1 Hypothesis interpretation

After analysis it is found that in all the three parameters i.e., Rewards, Leadership models and Social Support, alternate hypothesis(H1) is accepted and null hypothesis (H0) is rejected. This means that there is significant impact of these three parameters on Employee Performance. In this researcher have applied chi square, goodness of fit test at 5% level of significance. The calculation of data was made in Microsoft excel. Researcher here has used convenient sampling method to collect the data. Questionnaire was distributed to employees of different banks through Physical Questionnaire and Google forms. Employees from Rajkot city have responded through questionnaire & some employees have responded through google forms. As per the opinion of employees all these 3 parameters play major role in employee motivation & productivity. Thus, researcher have here combined all these 3 factors for research work & to find out gap in today’s corporate implementation & remove them by providing data.

Reward is the first basic element for which employee works, be it a financial or non-financial rewards. It has direct impact on Employee motivation & production, which indirectly will impact organization performance. It is so because majority of employees have positive reply for Reward, impacting Employee Performance. There are several reasons behind this result. Majority of employees are on positive note that they are provided sufficient salary, progressive rewards etc. Also, most of the employees agreed that their organization gives reward for innovative & creative ideas, increased productivity, customer & peer relationship management, business growth & expansion, multi-tasking ability & diversity in work. Maximum number of employees are impacted by financial rewards but non- financial rewards also have some role to play.

Leader & Employee relationship have direct impact on the organizational performance. It is because of this, that majority employees agreed that Leader gives motivation to the Employees, which influences their productivity. Thus, relationship of leader & Employees reflect that Leadership has pivotal role in increasing Employee’s productivity, Leader’s professional & emotional support helps employee in enriching his skills & commitment towards organization, training provided by leader helps in doing error free work. Also, leader gives them enough flexibility to present their viewpoints, which enhances their productivity & motivation.

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Employees also presented the factors that influences their work, like valuing work quality, guiding in unbiased way, job enrichment, ensuring job security & also giving them balanced authority & responsibility.

In today’s corporate era, social support has evolved as an important factor for more better employee performance. It has direct relation with the stress of an employee. Happy & Healthy employees have great impact on productivity of himself/herself and organization. Certain responses from employees show that how social support is important for them. Employees agreed that positive social support provided by organization will increase their skills & enhance their performance. Also, they said that friends & relatives gives enough emotional support during tough times. Employees expect major social support from peers & family. They opined that social support develops confidence & reduce stress, improves skills & capabilities, improve work performance, and increase morale & self-motivation.

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