

Abstract

This study explores employees' perceptions of organisational support, commitment, job satisfaction and turnover intentions in Sri Lanka Telecom (SLT). Organisational support involves the provision of valued financial benefits along with employees' perceptions of support from supervisors and co-workers, and procedural fairness in decision-making. We found strong evidence that high levels of organisational support lead to employee reciprocity via increased affective commitment and job satisfaction and reduced turnover intentions. We also found evidence, albeit weaker, of a positive relationship between economic exchange and continuance commitment, where employees may be dissatisfied but stay because they have too much invested in firm specific knowledge and skills. The firm provided above average compensation and benefits and with limited alternative job opportunities in the formal economy in Sri Lanka the costs of leaving the organisation are likely to have outweighed the costs of staying.