

**Impact of supportive work environment on employee turnover
intention with mediating role of organization commitment: Evidence
from Banking Sector**



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Abstract

This investigation aims to examine the impact of supportive work environment on employee turnover intention with mediating role of organizational commitment. Questionnaire was used for data collection. The research design of this study is cross sectional. A quantitative research method is used in this study. The study is based on survey research design. Study population comprise of banking employees in Rawalpindi and Islamabad. As it is difficult to gather data from the whole population because of asset imperatives and different restrictions of time, sampling is the commonly utilized technique to gather data. The sample consists of 80 banking employees in Rawalpindi and Islamabad. Cronbach's alpha was utilized in the examination. The value is 0.711 hence greater than 0.70, which means that the instrument is reliable. The mean value of SWE is 3.46500 with standard deviation of 0.468529 and min and max values of 2.600 and 4.400. Furthermore, Organisational Commitment has a mean value of 3.241666663 with min and max values of 2.5555556 and 3.8888888. Turnover Intention has a mean value of 3.38500. The result shows that Organisational Commitment is significantly linked with SWE ($r=0.455$ & p value <0.05). There is insignificant link between Turnover Intention and SWE ($r=-0.133$ & p value >0.05). Organisational Commitment is significantly linked with Turnover Intention ($r=-0.457$ & p value <0.05). The regression results indicate that the value of R is 0.2067 suggesting that SWE explain 67% variation in the dependent variable. Furthermore, in this study we have fit a series of regression models. First using the independent variable we predict the mediator variable. Then we predict the dependent variable using both mediator as well as independent variable. Finally, we predict the dependent variable using the independent variable. The result indicates that independent variable significantly affect mediator variable as well as dependent variable. However, in the presence of mediator the independent variable is no longer significant. Hence, the effect of mediation is confirmed.

Declaration

I therefore proclaim that this investigation is my own work and has not submitted published and printed as thesis, article or research work in any structure in any institution in Pakistan or abroad.

Muhammad Ihtisham

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List of Symbols and Notation

SWE: Supportive Work Environment

OC: Organizational Commitment

TI: Turnover Intention

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

This examination researches the effect on quitting intentions of an employee's impression of their workplace. Turnover intention (TI) has been a basic issue for management for a long time (Chen, Lin and Lien, 2010). Retention of older work force is significant for the organization just as the individual (Hofstetter& Cohen, 2014). There is no to a great extent discussed or composed piece accessible about the elements that affect the intentions of workers to leave the job (Holtom et al., 2008). The wild competition all around for skilled employees has made it relevant for banking industry to apply more endless supply of skilled workforce. Nonetheless, overseeing capable employees make various difficulties and retention process becomes progressively critical, particularly with this new age of workforce outstandingly mobile and continually searching for better chances (Correia de Sousa and van Dierendonck, 2010). Long term retention of faithful and submitted employees is the prime thought all things considered.

Unnecessary attrition and high TI is neither in light of a legitimate concern for employer nor it is useful for career movement of an employee.

Typical job turnover means to "quit from any job in any term" (Feldman, 1994). TI refers to the possibility of an individual to leave its present firm or permanent withdrawal from an organization voluntarily (Griffeth et al., 2000). There are three specific components related with TI First, Thoughts going to leave the organization, second, Intent to look for another job and third, at that point expectation to leave the organization (Carmeli & Weisberg, 2006). Firms need to plan something for retain its employees in the competitive work market (Miller and Wheeler, 1992). High turnover rate won't simply extend the expense of recruitment process, also decrease the powerful spirit and drain of intellectual capital; this is certifiably not a solid improvement of an organization (Wang, 2017). There is a conclusion that the employee turnover ratio of an organization passes the tolerance limit when it arrives at 10% or more inside one year. As indicated by Roseman (1981) if the yearly turnover in a firm arrives at 10%, at that point the firm's turnover classification can be said to be high.

Retention practices referred by different researchers include work-life balance, work environment, training and development opportunities, financial rewards and employee benefits and job enrichment (Allen et al., 2003; Ghosh et al., 2013). The motivation behind this investigation is to break down the impact of SWE on TI in banking industry in Pakistan. Guchait and Cho (2010) have anticipated that 80% of employees search for better work environment. Sedarmayanti (2011) characterizes the work environment as everything that exists around workers who can impact themselves in completing their appointed tasks. Supportive Work Environment (SWE) is described by low degrees of stress, employees feeling increased in value

by management and not feeling compromised at work. Hence, the assurance and making of a decent work environment will decide the accomplishment of achieving company's goals.

Vast empirical research affirmed the positive relationship of Organization commitment (OC) to retention (Firth et al., 2004; Carmeli and Weisberg, 2006; Neining, et al., 2010). Subsequently it would be contended that, if employee's OC level is profoundly significant, probability of their continuation will be high. Organization now-a-days are looking for every single imaginable approaches to propel employee's attachment towards their workplace (Rousseau, 2004). The present HR rehearses found that SWE is generally pertinent to expand commitment towards organization since SWE either shows organizational consideration and backing for employees or makes a feeling of having a place and a positive sentiment of recognizable proof. This thesis attempts to fill in the gap in the literature by looking at the effect of SWE on OC and also try to predict the impacts of OC on TI. It likewise explores whether OC mediates the impacts of SWE on TI.

As mentioned previously in this study TI is the dependent variable while SWE is the independent variable and OC is the mediator variable. The regression results between these variables are shown in the following section. The independent variable is x, mediator variable is m and dependent variable is y. The sample size is 80. The results indicate that the value of R is 0.2067 suggesting that SWE explain 67% variation in the dependent variable. Furthermore, in this study we have fit a series of regression models. First using the independent variable, we predict the mediator variable. Then we predict the dependent variable using both mediator as well as independent variable. Finally, we predict the dependent variable using the independent variable. The result indicates that independent variable significantly affect mediator variable as well as dependent variable. However, in the presence of mediator the independent variable is no

longer significant. Hence, the effect of mediation is confirmed. The indirect effect shows that the effect is 0.2091 which is significant, with a 95% confidence interval which did not include zero.

1.2 Banking Sector of Pakistan

In Pakistan the banking industry comprise of 31 banks. Out of 31 banks 22 banks are private, 4 banks are foreign and 5 government banks. The banking industry is concentrated in the hands of few banks i.e. Alfalah, ABL, MCB, HBL, UBL and NBL. These banks collectively make up more than 57 percent of deposits and 53 percent of advance in the economy. State Bank of Pakistan (SBP) regulates the banking industry. The number of bank accounts amounts to 43 million in a total population of 195 million.

Employee turnover (ET) is a tricky issue for organizations in Pakistan (Reina et al., 2018). The banking business has made a significant commitment to the Pakistani economy throughout the years. It gives work in the economy as well as channels financing to organizations and individual purchasers. The banking part has additionally added to the improvement of the agricultural division and nearby SMEs (Mughal, 2015). The banking business in Pakistan is enduring because of high ET. The high ET is because of various components including absence of chances for development and improvement, substandard working conditions and abusive supervisor behavior (Saeed et al., 2014). Past exploration has ET in both developing and developed nations. Be that as it may, hardly any examinations have completely analyzed the impact of employee recognition on exchanging intentions in Pakistani banks.

1.3 GAP Identification

There is a developing literature related to the impact of SWE on TI. The job that specific attributes of the SWE have on impacting employees' quitting conduct has gotten expanding consideration in the academic literature (see Boxall et al., 2003; Delfgauw, 2007; Cottini et al., 2009; Simons & Jankowski, 2008; Hom & Ellis, 2008). However, this literature has concentrated to a great extent on singular employee or job attributes instead of on the more extensive setting of the work environment. This study presented OC as a supportive measure for employee retention. SWE prompts OC the said relationship has not been tried at this point in the Pakistani setting. Not very many investigations exist where OC is taken as a mediator to address the employees' outcomes (Saks, 2006; Juhdi et al., 2013; Malinen et al., 2013). This examination supports the more extensive perspective on SWE where OC work as mediator to address the employee retention.

1.4 Problem Statement

In the context of Pakistan, like other business sectors, banking industry is equally facing a tough competition. The high ET is because of various components including absence of chances for development and improvement, substandard working conditions and abusive supervisor behavior (Saeed et al., 2014). Past exploration has ET in both developing and developed nations. Be that as it may, hardly any examinations have completely analyzed the impact of employee recognition on exchanging intentions in Pakistani banks.

1.5 Research Objectives

The research objectives are given below:

1. To examine the impact of SWE on OC;
2. To study the effect of OC on turnover intention;
3. To investigate the mediating role of OC in the relationship between SWE and TI.

1.6 Research Questions

The research questions are:

1. Does SWE affect OC?
2. Does OC affect turnover intention?
3. Does OC mediate in the relationship between SWE and TI?

1.7 Significance of the Study

High turnover rate of employees, prompting loss of the knowledge of experienced workers is a wellspring of worry for every single driving bank specifically and different organizations in general, particularly in the present era of knowledge workers. An organization that neglects to keep its employees fulfilled won't make due for long. Specialists have investigated the way that the employees who are disappointed may involve in non-productive, rather counter-productive activities. Because of immense competition, OC has developed as perhaps the hottest topics over the globe (Juhdi et al., 2013). OC is the most indispensable organizational result, which has been examined to a limited degree before (Saks, 2006) and furthermore not very much examined in Pakistan. This investigation is significant on the grounds that it adds to the deliberation on the difficult issue of employee retention in developing countries like Pakistan. This investigation is significant in light of the fact that it will help banking industry in Pakistan to retain their employees. They will know the elements that add to

turnover intention. This examination endeavors to investigate some noteworthy directions for HR practitioners while considering the appropriation of SWE and subsequently give a significant advance towards an exhaustive comprehension of retention inside the banking setting.

1.8 Definitions of Key Terms

Supportive Work Environment: Supportive Work Environment (SWE) is characterized by low levels of stress, employees feeling appreciated by management and not feeling threatened at work.

Turnover Intention: TI refers to the possibility of an individual to leave its current organization or permanent withdrawal from an organization willingly.

Organizational Commitment: OC can be expressed as the intensity of individual attachment with its organization.

1.9 Summary of the Chapter

This thesis is composed of five chapters. Introduction of the study is provided in chapter 1. Also, this chapter contains research objective, research questions, research problem, research significance and research gap.

Literature review is discussed in chapter 2. Literature review is classified into two divisions. First division is composed of theoretical literature and second section is empirical literature. Hypotheses are developed at the end of this section.

Chapter 3 is comprised of research methodology and variables narration. This chapter also contains the sample size, data collections method, study period and narration of model used in the study to gauge the results.

Data analysis and results are discussed in chapter 4. Descriptive and correlational statistics, validity and reliability, along with regression results and interpretations are also discussed. At the end conclusion is made in chapter 5. This chapter also tells about the study limitations and future direction.

CHAPTER 2

LITERATURE REVIEW

2.1 SWE and Employee TI

Turnover, at any age, is an organizational withdrawal response that reflects the lower benefits for staying in a specific job as compared to leaving (Adams & Beehr, 1998). A decreasing rate of employee retention rate is turning into a significant issue for each organization nowadays. The worse scenario is when capable employees willfully leaving their present post from the organization (Alias, et al., 2017). Further, if a laborer leaves the association obstinately in view of better extend or employment opportunity disappointment will impact different employees to make a similar bearing, subsequently setting off a marvel of turnover and concentrating on activities to hold them from turning into an infectious in an organization consistently a significant worry by organization's pioneers (Gray, 2012).

As per George (2015), employee maintenance is estimating the degree of aim to remain and it apparently was something contrary to TI. Further, disappointments to hold proficient gifts lead to higher enrollment, determination, substitution expenses of new employees (George, 2015), and interruptions of authoritative networks, lower efficiency, and lessen employees' confidence to remain longer because of loss of employees, (Dechawatanapaisal, 2018). Moreover, not just greater expenses of substitution of another employee yet association additionally will bear the expenses of preparing projects to prepare new employees knowledgeable with their new working condition, and the most significant thing is the occasions that they will spend to go to the preparation programs (Dechawatanapaisal, 2018).

In any case, losing employees add to greater expenses to organizations yet far more terrible if the loss of employees is likewise among the best entertainers. In holding employees, particularly the best entertainers, they are requesting various needs and needs in their work. In any case, little organizations battle more than huge organizations since they need to contend with huge organizations' serious extends to employment opportunity searchers in the work showcase. Truly, pulling in the best entertainers must with a more appealing pay and advantages bundle than their past organization (Ghosh et al., 2013).

Some of the employees stay a longer period in a company due to an effective SWE, and among all findings, these are the factors of SWE contributed to a higher retention rate. The factors of SWE were culture beliefs and shared values (Dechawatanapaisal, 2018), and work-life balance (Lee et al., 2018); autonomy, distributive justice, effective communication tools, balance between personal and professional stuffs, a good relationship and socialization with co-workers, open-door policy, challenging assignments/tasks, supervisory and social support, effective supervision, opportunities to training and development, companies culture (George, 2015), appreciation and recognitions to current best performers (Lee et al., 2018; Ghosh et al., 2015) and a positive and SWE, opportunity to be promoted and attractive compensation and benefits offers (Lee et al., 2018; George, 2015; Perryer et al., 2010). In this manner, the noteworthy factor that can impact employee maintenance is a powerful steady workplace. Taking everything into account, employee maintenance is one of the association's top worries to become best businesses among its rivals (Ghosh et al., 2015).

Moreover, other than concentrating on ET rate, employee maintenance goes to be a pointer to the organization on their capacity to start compelling maintenance methodologies and to hold their employees, particularly in keeping the best entertainers (Ozolina-Ozola, 2014;

Companies pioneers these days are ceaselessly looking into and overhauling their maintenance techniques as the top need activity by organizations. McCullum (2010), expressed that employee maintenance system turning out to be a piece of the human asset the board work in the organization, and it is one of the administrator's daily agenda. In 2011, likewise referenced in Cardy and Lengnick-Hall's investigation, employee maintenance is one of the primary systems by organizations' human asset the board division since employees particularly the significant ones are the human capital that is adding to a reasonable upper hand for an organization. Further, organizations' pioneers accept employee maintenance methodology likewise adding to the accomplishment of organizations' objectives and targets and make due in the market for the since a long time ago run (Lee, et al., 2018).

Companies need to plan something for retaining its workers in the competitive labour market (Miller & Wheeler, 1992). High turnover rate won't just expand the cost of recruitment process, additionally lessen the influential spirit and drain of intellectual capital; this is not a healthy development of a company (Wang, 2017). As the competition increments in labor market, Companies and businesses need to find a way to keep its work power close by (Miller and Wheeler, 1992). Thinking about the significance, specialists have concentrated on the representative who stops the companies rather than who is entering in it (Price, 2001). Practically all driving firms, independent of their size or the idea of business, attempt to keep up fitting degree of cohesiveness with representatives by creating and rousing them. Extreme weakening and high TI is neither in light of a legitimate concern for boss nor it is useful for career progression of a worker.

As indicated by Cronley and Kim (2017), organizations can be considered as a poor organization in the event that they neglected to conquer the persistent issue of high willful ET

rates. The issues of poor standard for dependability occurred in different enterprises and ventures, universally and locally. For example, poor consistency standards among banking experts (Eva, 2017), innovation (programming) experts as revealed in LinkedIn's worldwide study has the most noteworthy ET rate with 13.2% (Corner, 2018), worldwide expert administrations company's employees (Chin, 2018), just as assembling business' employees (Eugene, 2015). Banking firms comprehensively and in Pakistan can't be gotten away from confronting the basic issue of poor consistency standards among their employees.

Since the 2000s, scientists and professionals accepted that by giving a superior and favorable workplace, it has demonstrated a piece of organizations' help to the employees and, thus held gifted employees (Guchait and Cho, 2010; Ghosh and Sahney, 2011). The human asset administrator additionally confronted the issue of employee leaving the organization because of retirement or intentionally acquiescence either in government and private industry, explicitly, expertise lack in different businesses, as such data, correspondence, and innovation, fabricating, mining, development, wellbeing, partnered clinical assistance, and designing. Along these lines, this issue likewise added to extra expenses, particularly on preparing and improvement programs, work investigation and occupation plan, and enrollment and determination (Perryer, Jordan, Firms, and Travaglione, 2010). All in all, the shirking of the ET rate can influence the positive and negative parts of people, society, and organizations. Consequently, organizations should effectively connect with employee maintenance in their key undertaking to stay serious in the work advertise.

SWE is considered to be a factor that can help in reducing TI (Futrell, 1999; Certo & Fox, 2002; Kirby & Grissmer, 1993). SWE play a keypart in keeping the workers cheerful and submitted. SWE is a focal worry of workers and employers that has regularly been connected

with productivity just as with the prosperity of workers (Boxall & Macky, 2009; Macky & Boxall, 2007). The job that specific factors of SWE have on workersquitting conduct has gotten expanding consideration in the scholarly literature (see Scott et al., 2003; Delfgauw, 2007; Taplin & Winterton, 2007; Simons & Jankowski, 2008; Hom & Ellis, 2008; Cottini et al., 2009). Past explores uncovered that the higher the degree of SWE the higher the degree of employee consistency standard (Islam et al., 2018; Gevrek et al., 2017; Ramalho et al., 2018; Adikiah, 2018). Notwithstanding, in different investigations on saw supervisory help toward employee maintenance, it is discovered that there is no huge connection between factors (Alias et al., 2017).

However, this literature has concentrated generally on individual workers or job attributes as opposed to on the more extensive setting of the SWE. Numerous articles find that SWE play an important role in employee TI (Laffaldano & Mushinsky, 1985). In the context of Singapore Tan et al, (2007) identified those SWE commensurate affect turnover intensions. Using proportional random sampling technique, Meirina, Ferdian, Pasaribu and Suyuthie (2019) analyze the influence of SWE towards TI for a sample of 251 respondents. Using simple linear regression findings of the study reveal that SWEinfluence employee TI by 30.9%. Pasewark and Strawser (1996) find that TI is indirectly affected by work environment and financial compensation.

In New Zealand, Markey, Ravenswood and Webber (2018) investigate the association between SWE and employees' TI. The results suggest quality of the work environment is an important focus of policy to shape quitting intentions. In other studies SWE and TI, it found that there is a negative and significant relationship between SWE and TI, which means that the higher the SWE support, the lower the employee TI rate (Tuzun and Kalemci, 2012).Lingard and

Francis (2006) additionally found that SWE in context of supervisory relationship, co-worker relations, perceived companies support moderates the association of work family conflicts and job burnout. Hadwani, Hassan and Sarwar (2017) studied workplace culture association between Job Commitment, Job Satisfaction and work-related performance of TI. Their study findings indicate that workplace culture positively affect Job Commitment as well as Job Satisfaction. However, they fail to find any significant link between Workplace Culture and TI. According to Ghosh and Sahney (2011) in organizations employees TI is negatively affected by well-nurtured environment and Interpersonal relationship. SWE establishes projects to pursue desired behavior and build the discretionary behavior action (Gilbreath, 2004).

In SWE, workers feel upheld and empowered (Ma Prieto and Perez-Santana, 2014). SWE helps the intrigue level of workers towards their occupations which, thusly, improve their profitability (Ma Prieto and Perez-Santana, 2014). Past investigations have uncovered that SWE brings about higher OC (Rhoades et al., 2001) and improved worker retention (Eisenberger et al., 2002). Arnoux-Nicolas, et al. (2016) found that workers TI is positively influenced by adverse working conditions. Their sample consists of 336 French workers.

Then again, an investigation in five global partnerships in China among MNCs' employees found that SWE will decrease TI (Newman et al., 2011). In Western, South Asia, and East Asia contemplates, it affirmed that there is a critical negative connection among SWE and TI (Newman et al., 2011; Islam et al., 2018). An examination by Tuzun and Kalemci (2012) on the protection business' employees in Turkey found that SWE is fundamentally identified with TI. Further, Newman et al.'s (2011) study on five MNCs among employees in China found that there is a significant negative link between SWE and TI. As revealed by studies, SWE statistically influenced TI among workers (Ferreira et al., 2017). Further, Tnay et al.'s (2013)

study among Australian pathology company's employees found that SWE has a negative and significant relationship with TI.

Laborers in perilous work environment conditions are in fact bound to leave their present organizations intentionally (Cottini et al., 2011). Each working division fluctuates regarding Workplace Culture, in the event that the workers are motivated, satisfied, at that point that mirrors the Workplace being magnificent in execution prompting the most reduced TI of workers (Kirkman & Shapiro, 2001). Representatives are bound to remain when there is a positive workplace and the other way around (Ghosh et al., 2013). Ramlall (2003) has proposed that individuals endeavor to work for those organizations wherein wonderful workplace is given and representatives' commitments are appropriately esteemed. Alias et al.'s (2017) explored utilizing measurable investigation, SPSS programming, among 581 IT employees in Malaysia found that there is a positive and critical connection among SWE and employee maintenance. Taking everything into account, it can't be deniable that SWE plays a significant indicator of employee maintenance that measurably builds the degree of employees' aim to remain with the organization (Newman et al., 2011; Gevrek et al., 2017). Therefore, it is hypothesized that:

H₁: SWE negatively influences TI.

2.2 SWE and OC

The significance of building a SWE is to draw in possible applicants just as to hold important employees. For example, strong relationship with different associates (Newman et al., 2011), centering to improve underserved zones so as to promptly confront ceaseless difficulties and serious workplace (Juhdi et al., 2013) and where employees work in a domain where they

can play out their assignments and obligations in a serene and safe workplace (Danish et al., 2013). In addition, DeLong (2015) proposed several attributes of SWE i.e. clarity, creative and innovative, work under pressure, comfortable working environment, task orientation, autonomy, supervisory support, a culture of teamwork, managerial control, the participation of employees in the decision-making process and work pressure.

In an ongoing report, Kundu and Lata (2017) further investigated on SWE and the elements are support from supervisor, Thusly, those elements of SWE referenced in past discoveries were found to improve duty and maintenance level among laborers (Yang, 2013; Kundu and Lata, 2017), employees feel bolstered and energized (Prieto and Perez-Santana, 2014) and work fulfillment (Lambrou, et al., 2014). The higher the SWE the higher the employees' responsibility level just as, influencing the degree of their expectation to remain with the organization (Islam, Ali, and Ahmed, 2018). As indicated by Arnold and Dupre (2012) the higher the SWE will cause employees to feel focused on the organization, and they additionally feel having a decent encounter and second working in the organization.

The two explicit ways recommended by Rousseau (1998) to fortify worker's company commitment are (1) expanding the impression of companies participation (2) showing the employees that they are esteemed by company. The present human asset rehearses found that SWE and training and development (T&D) are the factors generally pertinent to build commitment towards company since these elements either exhibits companies consideration and backing for employees or makes a feeling of having a place and a positive sentiment of recognizable proof.

Some of the work environment variables, general working conditions, co-worker relationship, promotion, supervisor support (Richards, O'Brien, & Akroyd, 1994), participation

in decision making (Subramaniam & Mia, 2001), (Casper, Martin, Buffardi & Erdwins, 2002) and Social support (Haggins, 2011) are predictors of OC. Employees get profited by workplace that give feeling of having a place (Miller, Erickson and Yust, 2001) and arrangement of liberal personalization strategies and sound control on workspace (Wells and Thelen 2002) upgrade the inspiration levels of employees to submit with company for a more drawn out period. Henceforth focal point of company must be on the most proficient method to give better working environment in order to keep up better relationship with employees (Levi, 2002). Significant relationship wins between company work atmosphere and employees commitment towards company (Vanaki and Vagharseyyedin, 2009; Valentine, Godkin and Lucero, 2002). Accordingly company which gives representative well-disposed workplace cases a decent feeling of trust among the employees that company cares them and this will end up being a main consideration impressively identified with their commitment.

Richman *et al.* (2008) have stated that OC can be enhanced through perceived companies support; good employee-job fit and perceived companies justice. They further opine that to hold significant employees, companies need to make such an environment that provides immense development openings, career development and person-job fit. SWE corresponding to supportive work-life policies and perceived adaptability are the best indicators of commitment and anticipated retention (Juhdi et al., 2013). Committed employee seems to be increasingly dedicated to the firms and brings great business results (Richman et al., 2008). Workplace environment, supportive work climate, companies' policies and procedures, supervisory relationship and peer relationship are the fundamental components of positive work climate that encourage employee commitment (Shuck et al., 2010). In light of the above conversation, following hypothesis can be expressed:

H2. SWE is positively related to OC.

2.3 OC and Employee TI

OC can be expressed as the intensity of individual connection with its company (Cooper & Robertson, 1998). OC can be followed back from 1950s when it was introduced as the field of organizational Behavior and it has been a huge matter of interest in each period (Aryee & Heng, 1990). Mowday (1998) portrays some great points of interest of OC, for example, organizational effectiveness, improve performance, reduction in employee's a turnover and reduction in employee's absenteeism. Mowday et al. (1982) defines the OC as somebody's personal feelings about its organization in general. OC according to the Porter et al. (1974) is the "quality of an individual's relationship with and involvement in a specific company" (p35).

Salancik and Staw (1977) isolated the OC into two angles: affective commitment and attitudinal commitment and behavioral commitment. The employees with the more elevated level of affective commitment willingly remain with the company (Allen and Meyer 1990). There is a generous writing that means to understand and foresee when an employee chooses to stop a company. This exploration has unequivocally linked ideas of commitment with quitting intentions (Smith et al., 2011). Walk and Simon (1993) relate an employee's longing to take an interest in an organization's exercises with their craving to leave a company, connecting ideas of commitment with turnover. Lee et al. (2004) link quitting intentions with the 'embeddedness' of an employee in a company.

Alfes et al. (2013) talk about the 'engaged' employee and links this with TI. They draw on social trade hypothesis to show that employees will be progressively engaged when their work is meaningful, when they have associations with others and when they feel esteemed and trusted by

their manager. Alfes et al. (2013) find that engaged employees are bound to remain with an company yet engaged employees who see they have low organizational help were less inclined to remain with the company . The looks into bolstered that absence of commitment is the most quick determinant of intention to stop (Meredith and Smith, 1994; Firth, Mellor, Moore and Loquet, 2004) and commitment to company can significantly diminish the intention to stop (Bagraim, 2010). Subsequently it would be contended that, if employee's OC level is profoundly significant, likelihood of their continuation will be high.

OC is the most fundamental companies result, which has been concentrated to a constrained degree previously and additionally not very much investigated in Pakistan. SWE that employees get from their prompt peers, bosses, and from different offices animates the employee results in type of OC and job fulfillment (Luthans et al., 2008). Employee commitment upgrades the company's results, for example, efficiency, wellbeing, profitability, and turnover (Harter et al., 2002), while organizational engagement improves the employee just as companies performance (Richman et al., 2008).

H₃: OC will be positively related to TI.

2.4 Mediation of OC

Wan, Li, Zhou and Shang (2016) contend that and job characteristics, SWE and job resources, may upgrade an employee's OC due to their intrinsically and extrinsically motivating characteristics and, in turn, encourage positive job outcomes, for example, low TI . This means work environment and job characteristics may influence TI by means of the mediation of OC. OC is identified with employee behaviors, intentions and attitudes towards the company (Saks, 2006). OC works as mediating variable between work outcomes and work conditions (Maslach et al., 2001). Malinen et al. (2013) have additionally investigated the mediating impacts of OC

between withdrawal attitudes, procedural justice and trust and found that more committed employees are less inclined to leave the company. OC likewise works as a mediator between HR rehearses (job control, performance appraisal, pay satisfaction, person-job fit, career management) and TI (Juhdi et al., 2013). Subsequently, the following hypothesis is proposed:

H₄. OC mediates the relationship between SWE and TI.

2.5 Research Hypothesis

H₁: SWE negatively influences TI;

H₂. SWE is positively related to OC;

H₃: OC is positively related to TI;

H₄. OC mediates the relationship between SWE and TI.

2.6 Theoretical Framework

Independent variable Mediator variable Dependent variable

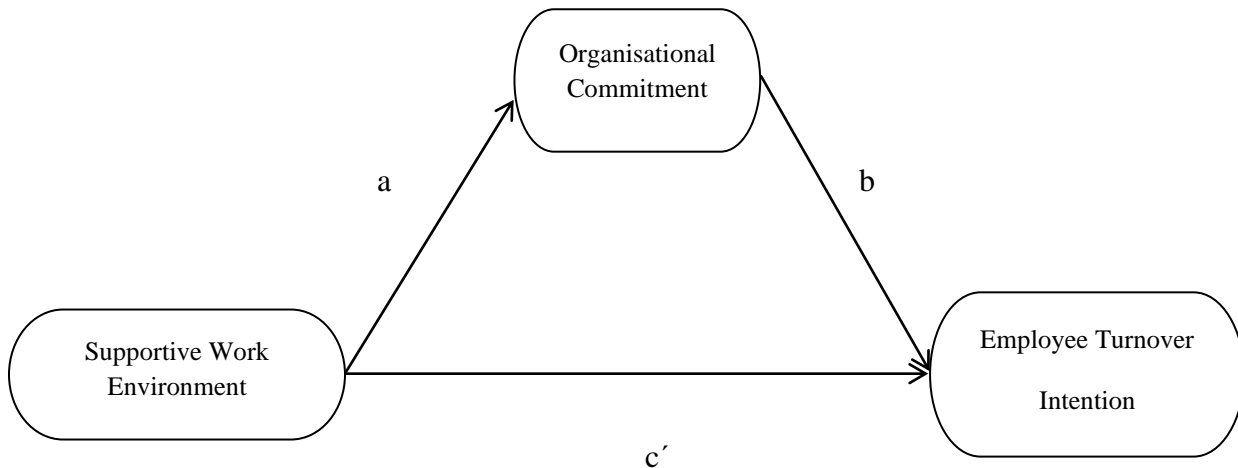


Figure 1.Theoretical Framework

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The current research study entails the research methodology and specifies in what way the research problem to be probed. The research design is described with the research paradigm, type, and nature. Furthermore, the population, sample, piloting of data, collection of data and procedure and instrumentation were described.

3.2 Design of the Study

3.2.1 Research Paradigm

A paradigm is a perception about something assumed and how the current situation prevails; Rossman and Rollis (2017) define a paradigm as “shared understandings of reality”. Furthermore, they categorize 4 diverse paradigms, however, the main paradigm which is related to the current study is Positivism that is linked to the quantitative study and it includes the analysis of the related hypothesis to know about the perception of the population. This study adopt positivistic quantitative paradigm, as it is compatible with this study. This approach suggests “hypothesis development (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis”.

In this thesis a theoretical framework is employed on the basis of literature review to develop and test hypothesis. Therefore, to investigate the relation between SWE and TI with mediating role of OC a positivistic quantitative paradigm is employed.

3.3 Research Method

There has been a long discussion in endeavoring to distinguish the best methodology in research procedure however as stated by Amaratunga et al. (2002) there is no particularly best way to deal with research philosophy. There are two unique schools of thought on research systems, a quantitative and subjective methodology. A quantitative methodology includes gathering and breaking down numerical information and focuses on the issues of operational definitions, objectivity, causality and applying measurable tests though a subjective methodology is progressively emotional in nature and includes looking at and thinking about discernments so as to pick up a comprehension of social and human exercises with regards to explicit settings (Sekaran & Bougie, 2010).

In this thesis quantitative research technique is employed. This strategy will help the researcher in gathering information all the more rapidly and the sample size will likewise be substantial as contrast with different techniques.

3.4 Type of Study

This investigation aims to examine the impact of SWE on ET intention with mediating role of OC; hence for that purpose causal research is used in this study.

3.5 Unit of Analysis

By and large unit of investigation is the most significant trademark in any examination study which is being broke down. In research study, unit of examination can go from an individual to various gatherings, associations, societies and so on. In order to explore the relation between SWE andET intention with mediating role of OC, the researcher approach banking employees in Rawalpindi and Islamabad.

3.6 Population and Sampling

3.6.1 Population of the Study

A survey research design is employed in this thesis. Study population comprise of banking employees in Rawalpindi and Islamabad.

3.6.2 Sampling Techniques

As it is difficult to gather data from the whole population because of asset imperatives and different restrictions of time, sampling is the commonly utilized technique to gather data. The sample consists of 80banking employees in Rawalpindi and Islamabad.

3.6.3 Sample Characteristics

The details of sample characteristics are work experience, qualification, age and genderof respondents.

3.7 Data Collection Procedure

Questionnaire was used for data collection. The research design of this study is cross sectional. The questionnaire was adopted from previous literature and the data was collected from banking employees in Rawalpindi and Islamabad. The questionnaire comprise of 15 items, measured on a Likert scale. Part 1 consists of questions related to respondent's personal information such as: age, gender, qualification and experience etc. Part 2 is related to items about independent and dependent variables.

3.8 Data Analysis Tools

In this thesis version 23 of the SPSS is used to test hypothesis. Outlier analysis was being performed. The missing value analysis was performed. To review the statistical results of data collected from respondents it is checked in SPSS for compute result findings. Different tests which relates with current study; reliability test, correlation and regression was applied on data to find out results as desired to interpret the current study purpose. In order to check scale reliability Cronbach's alpha is used to find internal consistency of scales for their reliability. In order to certify the validity of content most of the items were adopted from previous studies. In addition, to check multicollinearity and to find correlation between explanatory variables in this study Pearson correlation test was applied. Correlation matrix used with descriptive details to compute and discuss the findings in comprehensive manner. Furthermore, to determine the link between independent and dependent variables this study employ regression analysis. Basic purpose of regression is to find out how much variables are inter-dependent. Changes in one variable can increase or decrease variation in other or not. Adjusted R- square, ANOVA and coefficients shows how much variation can occur due to Independent variable.

3.9 Instrumentation

Neuman, (2014) in his book wrote that “quantitative data often use experiments, surveys, and statistics, so for the present study the researcher uses Likert scale. Data was administered by the execution of 15-items tools composed for analyzing the problems in this study. In this study the scale comprise of 15 items and a five-point, Likert-type scale i.e. 1-strongly disagree to 5-strongly agree. The survey instrument was evaluated by a panel of 4 specialists. There were only a few minor suggestions related to the wording and inclusion & exclusion of some items which were made to the survey instruments.

3.10 Pilot Study

For grasping real and accurate results the researcher conducted a pilot study. A total of 10 respondents were randomly selected. After drawn of the sample, the respondents were given to complete the Questionnaire. During the piloting, there were a total of 35 items. Moreover, prior to piloting the survey tool, the researcher explained the purpose of the study to the respondents. Furthermore, it was assured to the respondents that the survey finding would never be used for any other purpose except for the already explained purpose.

Finally, the pilot study brought the following considerations into the notice of the researcher and their practical applications were carried out.

1. The time limit was increased from 10 to 20 minutes.
2. The respondents were informed prior to the survey.
3. Some of the respondents feel it hard to understand some questions; therefore, those questions were rephrased and made more reader-friendly.
4. The final survey items were limited to 15 and it took 20 minutes to complete.

3.11 Reliability of Questionnaire

Cronbach's alpha was utilized in the examination to quantify the unwavering quality of the survey. Cronbach's alpha is a proportion of inside consistency, that is, the way solidly related a course of action of items is as a get-together. It is believed to be a proportion of scale trustworthiness. A "high" regard for alpha does not induce that the measure is unidimensional. The alpha coefficient of 0.70 or more noteworthy prescribes that the items have commonly high internal consistency.

CHAPTER 4

RESULTS AND ANALYSIS

4.1 Reliability of Questionnaire

4.1.1 Cronbach Alpha

This chapter presents the results of this study. First reliability analysis is presented. Then the summary statistics of each demographic variable is shown. This chapter presents the descriptive statistics of demographic variables as well as independent variable, mediator variable and dependent variable. The correlation analysis between independent, mediator and dependent variable is also shown. Finally, the regression analysis is presented. Cronbach's alpha was utilized in the examination to quantify the unwavering quality of the survey. A value of greater than 0.70 is considered good. Therefore, we would use this method to see whether the instrument is reliable or not. From table 4.1 it can be seen that the value is 0.711 hence greater than 0.70, which means that the instrument is reliable.

Table 4.1: Analysis of Reliability

Cronbach's Alpha	N of Items
.711	15

4.2 Sample Characteristics

Table 4.2 shows that total numbers of respondents are 80. Male respondents are 64 and female respondents are 16. Male respondents consist of 80 percent whereas female respondents consist of 20 percent. Table 4.3 shows that respondents with associate degrees are 32, with Bachelor's degrees are 32, with Master's degrees are 4 and with Doctoral Degree are 12. Associate's Degree holders are 40 percent, Bachelor's degree holders are also 40 percent, Master's degree holders are 5 percent and Doctoral degree holders are 15 percent. Table 4.4 indicates that married respondents are 66 whereas unmarried respondents are 14. Hence, married respondents are 82.5 percent whereas unmarried respondents are 17.5 percent. Table 4.5 shows that staff with experience of 5 or under are 14 that is 17.5 percent, 6 - 10yrs are 40 that is 50.0 percent, 11 - 15yrs are 4 that is 5.0 percent, 16-20yrs are 14 that is 17.5 percent and Above 20 are 8 that is 10.0 percent.

Table 4.2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	80.0	80.0	80.0
	Female	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

Table 4.3: Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Associate's Degree	32	40.0	40.0	40.0
	Bachelor's Degree	32	40.0	40.0	80.0
	Master's Degree	4	5.0	5.0	85.0
	Doctoral Degree	12	15.0	15.0	100.0
	Total	80	100.0	100.0	

Table 4.4: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	66	82.5	82.5	82.5
	Unmarried	14	17.5	17.5	100.0
	Total	80	100.0	100.0	

Table 4.5: Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or under	14	17.5	17.5	17.5
	6 - 10yrs	40	50.0	50.0	67.5
	11 - 15yrs	4	5.0	5.0	72.5
	16-20yrs	14	17.5	17.5	90.0
	Above 20	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Table 4.6 shows that male respondents with an associate's degrees are 26, bachelor's degree are 24, master's degree are 4 and doctoral degrees are 10 whereas female students with associate's degrees are 6, bachelor's degree are 8, master's degree are 0 and doctoral degrees are 2. Table 4.7 shows that male respondents who are married are 60 and those who are unmarried are 4 while female respondents who are married are 6 and unmarried are 10. Table 4.8 shows that male respondents with experience of 5 or under is 10, 6-10yrs are 32, 11 - 15yrs are 4, 16-20yrs are 10 and Above 20 years are 8 whereas female respondents with experience of 5 or under is 4, 6-10yrs are 8, 11 - 15yrs are 0, 16-20yrs are 4 and Above 20 years are 0. Table 4.9 shows that married respondents with an associate degree are 27, with bachelor degree are 24, with master degree are 4, and with doctoral degree are 11 whereas unmarried respondents with an associate degree are 5, with bachelor degree are 8, with master degree are 0, and with doctoral

degrees are 1. Table 4.10 shows that respondents with an associate degree and experience of 5 or under are 4, experience of 6-10 years are 18, experience of 11-15 years are 2, experience of 16-20 years are 4 and experience of above 20 years are 4. Respondents with a bachelor degree and experience of 5 or under are 6, experience of 6-10 years are 12, experience of 11-15 years are 0, experience of 16-20 years are 10 and experience of above 20 years are 4. Respondents with a master's degree and experience of 5 or under are 2, experience of 6-10 years are 2, experience of 11-15 years are 0, experience of 16-20 years are 0 and experience of above 20 years are 0. Respondents with a doctoral degree and experience of 5 or under are 2, experience of 6-10 years are 8, experience of 11-15 years are 2, experience of 16-20 years are 0 and experience of above 20 years are 0. Table 4.11 shows that married respondents with experience of 5 or under are 12, experience of 6-10 years are 32, experience of 11-15 years are 4, experience of 16-20 years are 11 and experience of above 20 years are 7. Unmarried respondents with experience of 5 or under are 2, experience of 6-10 years are 8, experience of 11-15 years are 0, experience of 16-20 years are 3 and experience of above 20 years are 1.

Table 4.6: Gender * Education Cross tabulation

			Education				
			Associate's	Bachelor's Degree	Master's Degree	Doctoral Degree	Total
			Degree				
Gender	Male	Count	26	24	4	10	64
		% within Gender	40.6%	37.5%	6.3%	15.6%	100.0%
		% within Education	81.3%	75.0%	100.0%	83.3%	80.0%
	Female	Count	6	8	0	2	16
		% within Gender	37.5%	50.0%	.0%	12.5%	100.0%
		% within Education	18.8%	25.0%	.0%	16.7%	20.0%
Total	Count	32	32	4	12	80	
	% within Gender	40.0%	40.0%	5.0%	15.0%	100.0%	
	% within Education	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 4.7: Gender * Marital Status Cross tabulation

			Marital Status		
			Married	Unmarried	Total
Gender	Male	Count	60	4	64
		% within Gender	93.8%	6.3%	100.0%
		% within Marital Status	90.9%	28.6%	80.0%
	Female	Count	6	10	16
		% within Gender	37.5%	62.5%	100.0%
		% within Marital Status	9.1%	71.4%	20.0%
Total	Count	66	14	80	
	% within Gender	82.5%	17.5%	100.0%	
	% within Marital Status	100.0%	100.0%	100.0%	

Table 4.8: Gender * Experience Cross tabulation

			Experience					
			5 or under	6 - 10yrs	11 - 15yrs	16-20yrs	Above 20	Total
Gender	Male	Count	10	32	4	10	8	64
		% within Gender	15.6%	50.0%	6.3%	15.6%	12.5%	100.0%
		% within Experience	71.4%	80.0%	100.0%	71.4%	100.0%	80.0%
	Female	Count	4	8	0	4	0	16
		% within Gender	25.0%	50.0%	.0%	25.0%	.0%	100.0%
		% within Experience	28.6%	20.0%	.0%	28.6%	.0%	20.0%
Total	Count	14	40	4	14	8	80	
	% within Gender	17.5%	50.0%	5.0%	17.5%	10.0%	100.0%	
	% within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 4.9: Education * Marital Status Cross tabulation

			Marital Status		
			Married	Unmarried	Total
Education	Associate's Degree	Count	27	5	32
		% within Education	84.4%	15.6%	100.0%
		% within Marital Status	40.9%	35.7%	40.0%
	Bachelor's Degree	Count	24	8	32
		% within Education	75.0%	25.0%	100.0%
		% within Marital Status	36.4%	57.1%	40.0%
	Master's Degree	Count	4	0	4
		% within Education	100.0%	.0%	100.0%
		% within Marital Status	6.1%	.0%	5.0%
Doctoral Degree	Count	11	1	12	
	% within Education	91.7%	8.3%	100.0%	
	% within Marital Status	16.7%	7.1%	15.0%	
Total	Count	66	14	80	
	% within Education	82.5%	17.5%	100.0%	
	% within Marital Status	100.0%	100.0%	100.0%	

Table 4.10: Education * Experience Cross tabulation

			Experience					
			5 or under	6 - 10yrs	11 - 15yrs	16-20yrs	Above 20	Total
Education	Associate's Degree	Count	4	18	2	4	4	32
		% within Education	12.5%	56.3%	6.3%	12.5%	12.5%	100.0%
		% within Experience	28.6%	45.0%	50.0%	28.6%	50.0%	40.0%
	Bachelor's Degree	Count	6	12	0	10	4	32
		% within Education	18.8%	37.5%	.0%	31.3%	12.5%	100.0%
		% within Experience	42.9%	30.0%	.0%	71.4%	50.0%	40.0%
	Master's Degree	Count	2	2	0	0	0	4
		% within Education	50.0%	50.0%	.0%	.0%	.0%	100.0%
		% within Experience	14.3%	5.0%	.0%	.0%	.0%	5.0%
	Doctoral Degree	Count	2	8	2	0	0	12
		% within Education	16.7%	66.7%	16.7%	.0%	.0%	100.0%
		% within Experience	14.3%	20.0%	50.0%	.0%	.0%	15.0%
Total	Count	14	40	4	14	8	80	
	% within Education	17.5%	50.0%	5.0%	17.5%	10.0%	100.0%	
	% within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 4.11: Marital Status * Experience Cross tabulation

			Experience					
			5 or under	6 - 10yrs	11 - 15yrs	16-20yrs	Above 20	Total
Marital Status	Married	Count	12	32	4	11	7	66
		% within Marital Status	18.2%	48.5%	6.1%	16.7%	10.6%	100.0%
		% within Experience	85.7%	80.0%	100.0%	78.6%	87.5%	82.5%
	Unmarried	Count	2	8	0	3	1	14
		% within Marital Status	14.3%	57.1%	.0%	21.4%	7.1%	100.0%
		% within Experience	14.3%	20.0%	.0%	21.4%	12.5%	17.5%
Total	Count	14	40	4	14	8	80	
	% within Marital Status	17.5%	50.0%	5.0%	17.5%	10.0%	100.0%	
	% within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

4.3 Descriptive Statistics

The descriptive statistics shows mean, minimum, maximum and standard deviation values. The results are shown in Table 4.12. All variables were rated on a five point Likert scale. Mean values show the concentration of responses. The mean value of Gender is 1.20 with standard deviation of 0.403 and min and max values of 1.00 and 2.00. Furthermore, Education has a mean value of 1.95 with min and max values of 1.00 and 4.00. Marital Status and Experience have mean values of 1.18 and 2.53 respectively. Table 4.13 shows the descriptive statistics of independent variable, mediator variable and dependent variable supportive work environment, organisational commitment and TI respectively. The mean value of SWE is 3.46500 with standard deviation of 0.468529 and min and max values of 2.600 and 4.400. Furthermore, Organisational Commitment has a mean value of 3.241666663 with min and max values of 2.5555556 and 3.8888888. TI has a mean value of 3.38500.

Table 4.12: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	80	1	2	1.20	.403
Education	80	1	4	1.95	1.030
Marital Status	80	1	2	1.18	.382
Experience	80	1	5	2.53	1.253
Valid N (listwise)	80				

Table 4.13: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Supportive Work Environment	80	2.600	4.400	3.46500	.468529
Organisational Commitment	80	2.5555556	3.8888888	3.241666663	.3399599075
Turnover Intention	80	2.600	5.000	3.38500	.430807
Valid N (listwise)	80				

4.4 Correlation Coefficient

In order to examine correlations between variables Pearson Correlation is used. The correlation results indicate that there is no multicollinearity in the data as correlations between variables is not greater than 0.70. The result shows that Organisational Commitment is significantly linked with SWE ($r=0.455$ & p value <0.05).

There is insignificant link between TI and SWE ($r=-0.133$ & p value >0.05). Organisational Commitment is significantly linked with TI ($r=-0.457$ & p value <0.05).

Table 4.14: Correlations

		Supportive Work Environment	Organisational Commitment	Turnover Intention
Supportive Work Environment	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	80		
Organisational Commitment	Pearson Correlation	.455**	1	
	Sig. (2-tailed)	.000		
	N	80	80	
Turnover Intention	Pearson Correlation	-.133	-.457**	1
	Sig. (2-tailed)	.240	.000	
	N	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

4.5 Regression Analysis

As mentioned previously in this study TI is the dependent variable while SWE is the independent variable and Organizational Commitment is the mediator variable. This examination researches the effect on quitting intentions of an employee's impression of their workplace. The motivation behind this investigation is to break down the impact of SWE on TI in banking

industry in Pakistan. This thesis attempts to fill in the gap in the literature by looking at the effect of SWE on OC and also try to predict the impacts of OC on TI. It likewise explores whether OC mediates the impacts of SWE on TI. ET is a tricky issue for organizations in Pakistan (Reina et al., 2018). The banking business has made a significant commitment to the Pakistani economy throughout the years. It gives work in the economy as well as channels financing to organizations and individual purchasers. The banking part has additionally added to the improvement of the agricultural division and nearby SMEs (Mughal, 2015). The banking business in Pakistan is enduring because of high ET. The high ET is because of various components including absence of chances for development and improvement, substandard working conditions and abusive supervisor behavior (Saeed et al., 2014). Past exploration has ET in both developing and developed nations. Be that as it may, hardly any examinations have completely analyzed the impact of employee recognition on exchanging intentions in Pakistani banks.

The regression results between these variables are shown in the following section. The independent variable is x, mediator variable is m and dependent variable is y. The sample size is 80. The results indicate that the value of R is 0.2067 suggesting that SWE explain 67% variation in the dependent variable. Furthermore, in this study we have fit a series of regression models. First using the independent variable we predict the mediator variable. Then we predict the dependent variable using both mediator as well as independent variable. Finally, we predict the dependent variable using the independent variable. The result indicates that independent variable significantly affect mediator variable as well as dependent variable. However, in the presence of mediator the independent variable is no longer significant. Hence, the effect of mediation is confirmed.

Turnover, at any age, is a hierarchical withdrawal reaction that mirrors the lower advantages of remaining in a particular activity when contrasted with leaving. In this way, the noteworthy factor that can impact employee maintenance is a viable strong workplace. Taking everything into account, employee maintenance is one of the association's top worries to become best bosses among its rivals. SWE is considered to be a factor that can help in reducing TI. SWE play a key part in keeping the workers cheerful and submitted. SWE is a focal worry of workers and employers that has regularly been connected with productivity just as with the prosperity of workers. The higher the SWE the higher the employees' commitment level as well as, affecting the level of their intention to stay with the company. The higher SWE will make employees feel committed for the company, and they also feel having a good experience and moment working in the company. Committed employee seems to be increasingly dedicated to the firms and brings great business results. Workplace environment and supportive work climate are the fundamental components of positive work climate that encourage employee commitment. Hence, SWE is positively related to OC.

OC is the most fundamental companies result, which has been concentrated to a constrained degree previously and additionally not very much investigated in Pakistan. SWE that employees get from their prompt peers, bosses, and from different offices animates the employee results in type of OC and job fulfillment). Employee commitment upgrades the company's results, for example, efficiency, wellbeing, profitability, and turnover, while organizational engagement improves the employee just as company's performance. SWE upgrade an employee's OC due to their intrinsically and extrinsically motivating characteristics and, in turn, encourage positive job outcomes, for example, low TI. This means work environment and job characteristics influence TI by means of the mediation of OC. OC works as mediating variable

between work outcomes and work conditions. OC mediates the relationship between SWE and TI.

Table 4.15: Regression

Model : 4
 Y : Turnover Intention
 X : Supportive Work Environment
 M : Organisational Commitment

Sample
 Size: 80

OUTCOME VARIABLE:
 Organisational Commitment

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4547	.2067	.0929	20.3257	1.0000	78.0000	.0000

Model

Coeff	se	t	p	LLCI	ULCI		
constant	2.0986	.2558	8.2031	.0000	1.5893	2.6079	
Supportive Work Environment	.3299		.0732	4.5084	.0000	.1842	.4756

OUTCOME VARIABLE:
 Turnover Intention

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4649	.2161	.1493	10.6161	2.0000	77.0000	.0001

Model

Coeff	se	t	p			
Constant	1.6315	.4427	3.6857	.0004		
Supportive Work Environment			-.0870	.1042	-.8352	.4062
Organisational Commitment	-.6339		.1436	-4.4158	.0000	

CHAPTER 5

CONCLUSION

5.1 Conclusion

This investigation aims to examine the impact of SWE on ET intention with mediating role of OC; hence for that purpose causal research is used in this study. This examination researches the effect on quitting intentions of an employee's impression of their workplace. Typical job turnover means to "quit from any job in any term". TI refers to the possibility of an individual to leave its present firm or permanent withdrawal from an organization voluntarily. There are three specific components related with TI First, Thoughts going to leave the organization, second, Intent to look for another job and third, at that point expectation to leave the organization. In the context of Pakistan, like other business sectors, banking industry is equally facing a tough competition. Questionnaire was used for data collection. The research design of this study is cross sectional. The questionnaire was adopted from previous literature and the data was collected from banking employees in Rawalpindi and Islamabad. The questionnaire comprise of 15 items, measured on a Likert scale. Part 1 consists of questions related to respondent's personal information such as: age, gender, qualification and experience etc. Part 2 is related to items about independent and dependent variables. The details of sample characteristics are work experience, qualification, age and gender of respondents.

Firms need to plan something for retain its employees in the competitive work market. High turnover rate won't simply extend the expense of recruitment process, also decrease the powerful spirit and drain of intellectual capital; this is certifiably not a solid improvement of an organization. There is a conclusion that the ET ratio of an organization passes the tolerance limit

when it arrives at 10% or more inside one year. TI has been a basic issue for management for a long time. Retention of older work force is significant for the organization just as the individual. There is no to a great extent discussed or composed piece accessible about the elements that affect the intentions of workers to leave the job. The wild competition all around for skilled employees has made it relevant for banking industry to apply more endless supply of skilled workforce. Nonetheless, overseeing capable employees make various difficulties and retention process becomes progressively critical, particularly with this new age of workforce outstandingly mobile and continually searching for better chances. Long term retention of faithful and submitted employees is the prime thought all things considered. Unnecessary attrition and high TI is neither in light of a legitimate concern for employer nor is it useful for career movement of an employee.

Retention practices referred by different researchers include work-life balance, work environment, training and development opportunities, financial rewards and employee benefits and job enrichment. The motivation behind this investigation is to break down the impact of SWE on TI in banking industry in Pakistan. 80% of employees search for better work environment. Work environment as everything that exists around workers who can impact themselves in completing their appointed tasks. SWE is described by low degrees of stress, employees feeling increased in value by management and not feeling compromised at work. Hence, the assurance and making of a decent work environment will decide the accomplishment of achieving company's goals.

Vast empirical research affirmed the positive relationship of OC to retention. Subsequently it would be contended that, if employee's OC level is profoundly significant, probability of their continuation will be high. Organization now-a-days are looking for every

single imaginable approaches to propel employee's attachment towards their workplace. The present HR rehearses found that SWE is generally pertinent to expand commitment towards organization since SWE either shows organizational consideration and backing for employees or makes a feeling of having a place and a positive sentiment of recognizable proof. This thesis attempts to fill in the gap in the literature by looking at the effect of SWE on OC and also try to predict the impacts of OC on TI. It likewise explores whether OC mediates the impacts of SWE on TI.

As mentioned previously in this study TI is the dependent variable while SWE is the independent variable and Organizational Commitment is the mediator variable. The regression results between these variables are shown in the following section. The independent variable is x, mediator variable is m and dependent variable is y. The sample size is 80. The results indicate that the value of R is 0.2067 suggesting that SWE explain 67% variation in the dependent variable. Furthermore, in this study we have fit a series of regression models. First using the independent variable we predict the mediator variable. Then we predict the dependent variable using both mediator as well as independent variable. Finally, we predict the dependent variable using the independent variable. The result indicates that independent variable significantly affect mediator variable as well as dependent variable. However, in the presence of mediator the independent variable is no longer significant. Hence, the effect of mediation is confirmed. The indirect effect shows that the effect is 0.2091 which is significant, with a 95% confidence interval which did not include zero.

In Pakistan the banking industry comprise of 31 banks. Out of 31 banks 22 banks are private, 4 banks are foreign and 5 government banks. The banking industry is concentrated in the hands of few banks i.e. Alfalah, ABL, MCB, HBL, UBL and NBL. These banks collectively

make up more than 57 percent of deposits and 53 percent of advance in the economy. State Bank of Pakistan (SBP) regulates the banking industry. The number of bank accounts amounts to 43 million in a total population of 195 million.

There is a developing literature related to the impact of SWE on TI. The job that specific attributes of the SWE have on impacting employees' quitting conduct has gotten expanding consideration in the academic literature. However, this literature has concentrated to a great extent on singular employee or job attributes instead of on the more extensive setting of the work environment. This study presented OC as a supportive measure for employee retention. SWE prompts OC the said relationship has not been tried at this point in the Pakistani setting. Not very many investigations exist where OC is taken as a mediator to address the employees' outcomes. This examination supports the more extensive perspective on SWE where OC work as mediator to address the employee retention.

High turnover rate of employees, prompting loss of the knowledge of experienced workers is a wellspring of worry for every single driving bank specifically and different organizations in general, particularly in the present era of knowledge workers. An organization that neglects to keep its employees fulfilled won't make due for long. Specialists have investigated the way that the employees who are disappointed may involve in non-productive, rather counter-productive activities. Because of immense competition, OC has developed as perhaps the hottest topics over the globe. OC is the most indispensable organizational result, which has been examined to a limited degree before (Saks, 2006) and furthermore not very much examined in Pakistan. This investigation is significant on the grounds that it adds to the deliberation on the difficult issue of employee retention in developing countries like Pakistan. This investigation is significant in light of the fact that it will help banking industry in Pakistan

to retain their employees. They will know the elements that add to turnover intention. This examination endeavors to investigate some noteworthy directions for HR practitioners while considering the appropriation of SWE and subsequently give a significant advance towards an exhaustive comprehension of retention inside the banking setting.

There has been a long discussion in endeavoring to distinguish the best methodology in research procedure however as stated by Amaratunga et al. (2002) there is no particularly best way to deal with research philosophy. There are two unique schools of thought on research systems, a quantitative and subjective methodology. A quantitative methodology includes gathering and breaking down numerical information and focuses on the issues of operational definitions, objectivity, causality and applying measurable tests though a subjective methodology is progressively emotional in nature and includes looking at and thinking about discernments so as to pick up a comprehension of social and human exercises with regards to In this thesis quantitative research technique is employed. This strategy will help the researcher in gathering information all the more rapidly and the sample size will likewise be substantial as contrast with different techniques.

A paradigm is a perception about something assumed and how the current situation prevails; Rossman and Rollis (2017) define a paradigm as “shared understandings of reality”. Furthermore, they categorize 4 diverse paradigms, however, the main paradigm which is related to the current study is Positivism that is linked to the quantitative study and it includes the analysis of the related hypothesis to know about the perception of the population. This study adopt positivistic quantitative paradigm, as it is compatible with this study. This approach suggests “hypothesis development (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis”. In this thesis a theoretical framework is employed on

the basis of literature review to develop and test hypothesis. Therefore, to investigate the relation between SWE and TI with mediating role of OC a positivistic quantitative paradigm is employed.

A survey research design is employed in this thesis. Study population comprise of banking employees in Rawalpindi and Islamabad. As it is difficult to gather data from the whole population because of asset imperatives and different restrictions of time, sampling is the commonly utilized technique to gather data. The sample consists of 80 banking employees in Rawalpindi and Islamabad. By and large unit of investigation is the most significant trademark in any examination study which is being broke down. In research study, unit of examination can go from an individual to various gatherings, associations, societies and so on. In order to explore the relation between SWE and ET intention with mediating role of OC, the researcher approach banking employees in Rawalpindi and Islamabad.

In this thesis version 23 of the SPSS is used to test hypothesis. Outlier analysis was being performed. The missing value analysis was performed. To review the statistical results of data collected from respondents it is checked in SPSS for compute result findings. Different tests which relates with current study; reliability test, correlation and regression was applied on data to find out results as desired to interpret the current study purpose. In order to check scale reliability Cronbach's alpha is used to find internal consistency of scales for their reliability. In order to certify the validity of content most of the items were adopted from previous studies. Correlation matrix is used with descriptive details to compute and discuss the findings in comprehensive manner. Correlation matrix used with descriptive details to compute and discuss the findings in comprehensive manner. Furthermore, to determine the link between independent and dependent variables this study employ regression analysis. Basic purpose of regression is to find out how much variables are inter-dependent. Changes in one variable can increase or decrease variation in

other or not. Adjusted R- square, ANOVA and coefficients shows how much variation can occur due to Independent variable.

Neuman, (2014) in his book wrote that “quantitative data often use experiments, surveys, and statistics, so for the present study the researcher uses Likert scale. Data was administered by the execution of 15-items tools composed for analyzing the problems in this study. In this study the scale comprise of 15 items and a five-point, Likert-type scale i.e. 1-strongly disagree to 5-strongly agree. The survey instrument was evaluated by a panel of 4 specialists. There were only a few minor suggestions related to the wording and inclusion & exclusion of some items which were made to the survey instruments. For grasping real and accurate results the researcher conducted a pilot study. A total of 10 respondents were randomly selected. After drawn of the sample, the respondents were given to complete the Questionnaire. During the piloting, there were a total of 35 items. Moreover, prior to piloting the survey tool, the researcher explained the purpose of the study to the respondents. Furthermore, it was assured to the respondents that the survey finding would never be used for any other purpose except for the already explained purpose. Cronbach's alpha was utilized in the examination to quantify the unwavering quality of the survey. Cronbach's alpha is a proportion of inside consistency, that is, the way solidly related a course of action of items is as a get-together. It is believed to be a proportion of scale trustworthiness. A "high" regard for alpha does not induce that the measure is unidimensional. The alpha coefficient of 0.70 or more noteworthy prescribes that the items have commonly high internal consistency.

Cronbach's alpha was utilized in the examination to quantify the unwavering quality of the survey. A value of greater than 0.70 is considered good. Therefore, we would use this method to see whether the instrument is reliable or not. The value is 0.711 hence greater than 0.70, which means that the instrument is reliable. Total numbers of respondents are 80. Male respondents are 64 and female respondents are 16. Male respondents consist of 80 percent whereas female respondents consist of 20 percent. Respondents with associate degrees are 32, with Bachelor's degrees are 32, with Master's degrees are 4 and with Doctoral Degree are 12. Associate's Degree holders are 40 percent, Bachelor's degree holders are also 40 percent, Master's degree holders are 5 percent and Doctoral degree holders are 15 percent. Married respondents are 66 whereas unmarried respondents are 14. Hence, married respondents are 82.5 percent whereas unmarried respondents are 17.5 percent. Staff with experience of 5 or under are 14 that is 17.5 percent, 6 - 10yrs are 40 that is 50.0 percent, 11 - 15yrs are 4 that is 5.0 percent, 16-20yrs are 14 that is 17.5 percent and Above 20 are 8 that is 10.0 percent.

Male respondents with an associate's degrees are 26, bachelor's degree are 24, master's degree are 4 and doctoral degrees are 10 whereas female students with associate's degrees are 6, bachelor's degree are 8, master's degree are 0 and doctoral degrees are 2. Male respondents who are married are 60 and those who are unmarried are 4 while female respondents who are married are 6 and unmarried are 10. Male respondents with experience of 5 or under is 10, 6-10yrs are 32, 11 - 15yrs are 4, 16-20yrs are 10 and Above 20 years are 8 whereas female respondents with experience of 5 or under is 4, 6-10yrs are 8, 11 - 15yrs are 0, 16-20yrs are 4 and Above 20 years are 0. Table 4.9 shows that married respondents with an associate degree are 27, with bachelor degree are 24, with master degree are 4, and with doctoral degree are 11 whereas unmarried respondents with an associate degree are 5, with bachelor degree are 8, with master degree are 0,

and with doctoral degrees are 1. Respondents with an associate degree and experience of 5 or under are 4, experience of 6-10 years are 18, experience of 11-15 years are 2, experience of 16-20 years are 4 and experience of above 20 years are 4. Respondents with a bachelor degree and experience of 5 or under are 6, experience of 6-10 years are 12, experience of 11-15 years are 0, experience of 16-20 years are 10 and experience of above 20 years are 4. Respondents with a master's degree and experience of 5 or under are 2, experience of 6-10 years are 2, experience of 11-15 years are 0, experience of 16-20 years are 0 and experience of above 20 years are 0. Respondents with a doctoral degree and experience of 5 or under are 2, experience of 6-10 years are 8, experience of 11-15 years are 2, experience of 16-20 years are 0 and experience of above 20 years are 0. Married respondents with experience of 5 or under are 12, experience of 6-10 years are 32, experience of 11-15 years are 4, experience of 16-20 years are 11 and experience of above 20 years are 7. Unmarried respondents with experience of 5 or under are 2, experience of 6-10 years are 8, experience of 11-15 years are 0, experience of 16-20 years are 3 and experience of above 20 years are 1.

The descriptive statistics shows mean, minimum, maximum and standard deviation values. All variables were rated on a five point Likert scale. Mean values show the concentration of responses. The mean value of Gender is 1.20 with standard deviation of 0.403 and min and max values of 1.00 and 2.00. Furthermore, Education has a mean value of 1.95 with min and max values of 1.00 and 4.00. Marital Status and Experience have mean values of 1.18 and 2.53 respectively. Table 4.13 shows the descriptive statistics of independent variable, mediator variable and dependent variable supportive work environment, organisational commitment and TI respectively. The mean value of SWE is 3.46500 with standard deviation of 0.468529 and min and max values of 2.600 and 4.400. Furthermore, Organisational Commitment has a mean value

of 3.241666663 with min and max values of 2.5555556 and 3.8888888. TI has a mean value of 3.38500.

In order to examine correlations between variables Pearson Correlation is used. The correlation results indicate that there is no multicollinearity in the data as correlations between variables is not greater than 0.70. The result shows that Organisational Commitment is significantly linked with SWE ($r=0.455$ & p value <0.05). There is insignificant link between TI and SWE ($r=-0.133$ & p value >0.05). Organisational Commitment is significantly linked with TI ($r=-0.457$ & p value <0.05).

As mentioned previously in this study TI is the dependent variable while SWE is the independent variable and Organisational Commitment is the mediator variable. This examination researches the effect on quitting intentions of an employee's impression of their workplace. The motivation behind this investigation is to break down the impact of SWE on TI in banking industry in Pakistan. This thesis attempts to fill in the gap in the literature by looking at the effect of SWE on OC and also try to predict the impacts of OC on TI. It likewise explores whether OC mediates the impacts of SWE on TI. In the context of Pakistan, like other business sectors, banking industry is equally facing a tough competition.

The regression results between these variables are shown in the following section. The independent variable is x , mediator variable is m and dependent variable is y . The sample size is 80. The results indicate that the value of R is 0.2067 suggesting that SWE explain 67% variation in the dependent variable. Furthermore, in this study we have fit a series of regression models. First using the independent variable we predict the mediator variable. Then we predict the dependent variable using both mediator as well as independent variable. Finally, we predict the dependent variable using the independent variable. The result indicates that independent variable

significantly affect mediator variable as well as dependent variable. However, in the presence of mediator the independent variable is no longer significant. Hence, the effect of mediation is confirmed.

SWE is considered to be a factor that can help in reducing TI. SWE play a key part in keeping the workers cheerful and submitted. SWE is a focal worry of workers and employers that has regularly been connected with productivity just as with the prosperity of workers. The higher the SWE the higher the employees' commitment level as well as, affecting the level of their intention to stay with the company. The higher SWE will make employees feel committed for the company, and they also feel having a good experience and moment working in the company. Committed employee seems to be increasingly dedicated to the firms and brings great business results. Workplace environment and supportive work climate are the fundamental components of positive work climate that encourage employee commitment. Hence, SWE is positively related to OC.

OC is the most fundamental companies result, which has been concentrated to a constrained degree previously and additionally not very much investigated in Pakistan. SWE that employees get from their prompt peers, bosses, and from different offices animates the employee results in type of OC and job fulfillment). Employee commitment upgrades the company's results, for example, efficiency, wellbeing, profitability, and turnover, while organizational engagement improves the employee just as company's performance. SWE upgrade an employee's OC due to their intrinsically and extrinsically motivating characteristics and, in turn, encourage positive job outcomes, for example, low TI. This means work environment and job characteristics influence TI by means of the mediation of OC. OC works as mediating variable

between work outcomes and work conditions. OC mediates the relationship between SWE and TI.

5.2 Limitations of the Study

This study has the following limitations:

- The sample of the study consists of only 80 employees;
- The data is collected from only one sector i.e. banks;
- The independent variable is limited to only one.

5.3 Future Directions or Recommendations of the Study

This study has the following future research directions:

- In future researchers need to extend the sample beyond 80;
- Apart from Banking sector other sectors needs to be included;
- Other variables need to be included in the future.

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Appendix A

Questionnaire

Dear Employees:

Greetings from Bahria University:

My name is Muhammad Ihtisham and I am a Master student at Bahria University. I am conducting a survey of the Impact of Supportive Work Environment on Employee Turnover Intention with Mediating Role of Organization Commitment: Evidence from Banking Sectors part of my master's thesis. You are one of a small sample of employees who have been selected to represent the banking population as a whole. You are being invited to participate in a research study by answering the attached survey. The survey will take approximately 20 minutes to complete. Individual responses will remain confidential. Taking part in this study is voluntary. By completing this survey you agree to take part in this research study. You do not have to answer any questions that make you uncomfortable. You may choose not to take part at all. If you have questions or thoughts about this project, please contact me directly.

With gratitude,

Muhammad Ihtisham

ihmkhan@gmail.com

1. Your gender?

Male

Female

2. Your marital status?

Married

Unmarried

3. Your Experience?

5 or under

6 - 10yrs

11 - 15yrs

16-20yrs

Above 20

4. What is the highest level of education you have completed?

Associate's Degree

Bachelor's Degree

Master's Degree

Doctoral Degree

Others

**The questionnaire is based on five-point Likert scale, in which 1 being “Strongly Disagree”
And 5 Being “Strongly Agree”.**

1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
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Employee Turnover Intention: Dependent Variable

S.NO:	Dependent Variable	1	2	3	4	5
1	I intend to leave the workplace soon					
2	I plan to leave the workplace in the next little while.					
3	I will quit the workplace as soon as possible.					

4	I do not plan on leaving the workplace soon					
5	I may leave this workplace before too long					

Independent Variables

S.NO:	Independent Variables	1	2	3	4	5
Supportive Work Environment						
1	Do you usually get help from colleagues if you have difficulties in your work?					
2	Do you usually get help from your manager if you have difficulties in your work?					
3	Do colleagues usually show appreciation for the work that you do?					
4	Does your manager usually show appreciation for the work that you do?					
5	Do you usually get appreciation from customers or other stakeholders?					
6	Do you satisfy from your Workload?					
Mediator: Organization Commitment						
1	It will be very hard for me to leave the institution, even if I want to					
2	Right now, staying with the institution is a matter of necessity as much as desire					
3	I really feel as if this institution problems are my own					
4	I am very happy by being a member of this institution					

Plagiarism Report:

6 7 1 plg

ORIGINALITY REPORT

% **18**

SIMILARITY INDEX

% **11**

INTERNET SOURCES

% **6**

PUBLICATIONS

% **14**

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Higher Education Commission Pakistan Student Paper	%2
2	www.econstor.eu Internet Source	%2
3	www.emeraldinsight.com Internet Source	%1
4	hrmars.com Internet Source	<%1
5	Submitted to University of Southampton Student Paper	<%1
6	Submitted to Dublin City University Student Paper	<%1
7	Angela L. Duckworth, Christopher Peterson, Michael D. Matthews, Dennis R. Kelly. "Grit: Perseverance and passion for long-term goals.", Journal of Personality and Social Psychology, 2007 Publication	<%1

Approvals from Examiners:

Approval from Examiner 1: Dr Mohsin Raza Khan



Mohsin Raza 23 Jul

AOA Ihtisham Please send me the approval for...



me 22 Jul

Respected sir As per instructions of research c...



Mohsin Raza 23 Jul

to me ^



From Mohsin Raza mohsin.raza.khan@gmail.com

To Ihtisham Yousafzai ihmkhan@gmail.com

Date 23 Jul 2020, 1:45 PM





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Dear Ihtisham

Please consider it approved

Approval from Examiner 2: Dr Harris Laeeque

Thesis approval  Inbox 

 **Harris Laeeque** 9:20 PM  

to me 

Dear Ihtisham,

I hope you are well. I approve your MBA thesis as I believe it meets the university criteria and your degree requirements. Best of luck for the final submission and for your future as well. Take care.

Regards,

Dr Harris Laeeque

Assistant Professor, BUIC

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