

Major: HRM

No. H/22

"Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee turnover intention: Mediation by Supervisor support."



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Spring-2022

FINAL PROJECT/THESIS APPROVAL SHEET

Viva-Voce Examination

Viva Date 1/08/2022

Topic of Research: Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee Turnover Intention; Mediation by Supervisor Support

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Abstract:

The study aims to discover the effect of performance management on organization productivity, employee engagement and employee turnover intention with a mediating role of supervisor support in the banking industry of twin cities of Pakistan. In the current study, Performance management is independent variables and organization productivity, employee engagement and employee turnover intention are dependent variables. Similarly, Supervisory support are the mediators. Performance management is a procedure established by an organization to ensure that all employees are aware of the degree of performance required of them in that function, as well as any specific objectives that must be met in order to reach the broader organizational goals. Performance appraisal is an important concept and can affect employee productivity and job performance significantly. The increased and enhanced organizational and functional performance in addition to the quality is also called organizational productivity. Employee engagement is referred as the employee dedication at workplace and employee turnover intention is the employees intention to quit the organization.

Supervisor support is very important for the employees and the organization as whole as it keeps the employees motivated to work for achieving organizational goals and excelling in their career. A number of 183 participants from various banks of twin cities of Pakistan responded to the survey items on a 5 – point Likert scale. The study is intended to fill the literature gap regarding the performance management impact on organization productivity, engagement and turnover intention of employees and how supervisory support mediates their relationship. The study conducted SPSS analysis using IBM SPSS-25. The results indicate that there is a positive and significant effect of Performance management on organization productivity and Employee engagement and negative relation between performance management and employee turnover intention and also proves that a partial mediation exists because of supervisory acting as mediators in the study.

Key words: Performance Management, Organization Productivity, Employee Engagement, Employee Turnover Intention and Supervisor Support.

Acknowledgement:

First of all, I am thankful to Almighty Allah who has showered unlimited mercy upon mankind. Allah has bestowed me the courage and energy to fulfill this MBA thesis on time and I am thankful.

I would express my gratitude to my honorable supervisor Dr. Sumera Iqbal who has been the continuous source of guidance throughout this journey of my MBA thesis and this could not have been made possible without her supervision.

I am also thankful to my family, my parents and their prayers and endless support that made my accomplish all my objectives and achieve my dreams. Last but not the least my friends have been the motivating source for me to work harder and stay stronger.

I would also thank the respondents of the research who have taken out time to fill the questionnaire and cooperated with me for the completion of my thesis.

Table of Content

Abstract:	4
Acknowledgement:	5
1. Introduction:	9
1.1. Structure of the Study:	9
1.2. Background of the study:	9
1.3. Industry Analysis:	11
1.4. Research Problem:	11
1.5. Problem Statement:	12
1.6. Research gap:	12
1.7. Research Significance:	13
1.8. Research Questions:	12
1.9. Research Objectives:	12
1.10. Definition of Key Terms:	13
2. Literature Review	15
2.1. Performance management	15
2.2. Organizational productivity:	17
2.3. Employee Engagement:	19
2.4. Employee Turnover intention	20
2.5. Supervisory Support	23
2.6. Theoretical Framework:	25
2.7. Hypothesis:	26
3. Methodology:	27
3.1. Research design	27
3.1.1. Type of study	27
3.1.2. Study setting	28

3.1.3. <i>Time Horizon</i>	28
3.1.4. <i>Research Approach</i>	28
3.1.5. <i>Unit of Analysis</i>	28
3.2. Population	28
3.3. Sampling	29
3.3.1. <i>Sampling Technique</i>	29
3.4. Scales and measures	29
3.5. Data Collection Procedure	29
3.6. Data Analysis Technique	30
3.6.1. <i>Reliability statistics:</i>	30
3.6.2. <i>Descriptive Statistics:</i>	30
3.6.3. <i>Correlation:</i>	31
3.6.4. <i>Regression:</i>	31
3.6.4.1. <i>Steps in Mediation Analysis using Baron and Kenny Mediation</i>	31
4. Finding and Analysis:	33
4.1. Reliability Statistics:	33
4.1.1. <i>Reliability statistics of variables:</i>	33
Table 4.1: Reliability Statistics of variables	33
4.2. Descriptive Statistics:	34
4.2.1. <i>Demographics</i>	35
Table 4.2: Demographics Table	35
4.3. Pearson Correlation Coefficient	36
Table 4.3: Correlation Coefficient Analysis	37
4.4. Linear Regression Analysis	38
4.4.1. <i>Linear Regression Analysis between Performance Management, Organization Productivity and Supervisor Support as a mediator</i>	39

Table 4.4: Linear regression analysis between performance management, organization productivity and supervisor support as a mediator	39
<i>4.4.2. Linear Regression Analysis between Performance Management, Employee Engagement and Supervisor Support as a mediator.....</i>	<i>40</i>
Table 4.5: Linear regression analysis between performance management, employee engagement and supervisor support as a mediator	40
<i>4.4.2. Linear Regression Analysis between Performance Management, Employee Turnover Intention and Supervisor Support as a mediator.....</i>	<i>42</i>
Table 4.6: Linear regression analysis between performance management, employee turnover intention and supervisor support as a mediator.....	42
5. Conclusion and Recommendations:	44
5.1. Discussions:.....	44
Table 4.8: Hypotheses Results.....	45
5.2. Conclusion:	45
5.3. Research Limitations:.....	47
5.4. Recommendations and Future research:.....	47
References.....	49
Appendix.....	55

Chapter No. 1

1.Introduction:

1.1. Structure of the Study:

The current research is divided into five chapters. The first chapter contains the study's introduction, background, motivation, significance, and research objectives. The second chapter comprises a survey of the available literature on the topic of the research being done, as well as hypotheses and a theoretical framework. Chapter 3 describes the methodology, including the sample, research design, and other measures. The results of the analysis and interpretations of the important findings are discussed in Chapter 4. Chapter 5 discusses the study's shortcomings and future research implications, as well as its debate and conclusions.

1.2. Background of the study:

In today's globe, the business environment has become hostile. The banking industry's competition has skyrocketed. All of the banks are working hard to attain their aims and objectives and are ready to compete in the highly competitive commercial environment. The only thing that can help banks and other institutions prosper are the people who work there. Employees serve as the companies' transformational bodies. So, in order to have a better relationship with their external consumers, firms must first create a strong relationship with their internal customers (Bahreini, 2015). Human resource evolution has effectively addressed questions linked to the aspects that have a high impact on employee engagement. Performance management is one of the critical aspects of organizational productivity and considered as a weakest point of managing human capital (Pulakos, 2009). Performance management is vital the better organizational performance and helps the businesses to reach their goals and objectives (Helm, Holladay, & Tortorella, 2007). The performance management system is a strategic tool and a solid foundation for individuals to achieve their goals and for businesses to fulfil their key financial objectives (Sameeksha & Aditya, 2014). The purpose of performance management is to improve organizational effectiveness by harmonizing individual, team, and strategic goals (Towler, 2019). Performance management is also a process of communication between the people of the organization (Plachy & Plachy, 1988). The literature

suggests that performance management is a key concept in human resource and helps the organizations prosper.

Similarly a lot of research has been done on organizational productivity which is the main element behind all the running organizations. The more the productive organizations, more would be the success ratio of them and more would they prosper. The increased and enhanced organizational and functional performance in addition to the quality is also called productivity (Dorgan, 1994). So enhanced organizational productivity is very important. Along with this, employee engagement is also considerably important. According to prior study, employees who are treated adequately by their employers in terms of incentive and empowerment have better levels of satisfaction which leads to employee engagement. As a result of the increasing competition in the market businesses have switched their focus to empowering their skilled human resources, as a lack of empowering skilled human resources is having a negative influence on employee performance and engagement (Alyahya et al., 2022). The scarcity of skilled personnel has raised overall rivalry in the business sector, as the majority of firms are focused on empowering their staff and retaining them for a longer period of time (Shehawy, 2021).

Employee turnover intention is defined as the employee's ability to quit work, which is defined as both voluntary and involuntary discrimination, as well as the dysfunction in the job that led to leaving work, and that each type of employee turnover affects the organization to varying and distinct degrees (Long, Thean, Ismail, & Jusho, 2012). This shows that employee turnover has a significant impact on the organization and it is negative. Employee turnover intention develops when individuals believe their job does not satisfy their goals and objectives (Zeffane & Bani Melhem, 2017). As a result, organizational leaders must strive to please their staff in order to retain them for a longer period of time (Erdogan et al., 2020).

Supervisor support is a combination of support, guidance and leadership provided by a supervisor that enables people to attain their maximum potential and feel fulfilled at work (Jena et al., 2019). Employee behavior is affected by a number of internal factors. Supervisor support, on the other hand, is an external influence that persuades people to like their jobs and the organization for which they work (Lee, 2021). Supervisor support is generally recognized as a component of providing emotional support to workers as they perform their tasks, because supervisor assistance can take

many forms, including guidance, help, and direction and so on (Malik et al., 2021). Shin et al. (2019)'s description stands out among supervisor support definitions because the support of the supervisor is linked to the employee perception that how much are they supported and guided by their supervisors while the execution of their tasks.

1.3. Industry Analysis:

Pakistan's industrial sector is developing with each passing day. Similarly, being one of the country's most vital businesses, the banking industry is rapidly expanding. Because the concept of communication was not well-known among Pakistanis a few decades ago, the banking industry did not have as much power. As a result of the transformation brought about by technological advancements within the country, people in Pakistan today have a better understanding of communications and how to use it (Saif et al., 2020). Technological advancement has also transformed the banking sector of Pakistan (Ali et al., 2020). As a result of numerous financial firms, people have begun to invest in this area, bringing innovation to the banking sector and lifting it to new heights. The banking business is one of Pakistan's fastest expanding industries (Raza et al., 2019). Because of its rapid growth, this sector has become the backbone of Pakistan's economy. Banking institutions affiliated with the Pakistani banking business are generating high revenues as a result of the large number of clients associated with the banking industry, consequently offering job and investment opportunities (Malik et al., 2021). Now a days businesses have been depending on the e-banking systems after Covid-19 and its importance has increases immensely.

1.4. Research Problem:

As suggested by the literature performance management has a significant impact on organizational productivity, employee turnover intention and employee engagement. Throughout the world, employee engagement has experienced a significant decrease due to inappropriate handling of performance management (Alagarsamy et al., 2020). Performance management are found responsible towards influencing employee engagement, as employee engagement is very important in helping the organizations towards increasing their productivity (Alyahya et al., 2022). There is a need of research on performance management in Pakistan and its impact on organizational productivity (Ali et al., 2021).

1.5. Problem Statement:

To address the problem, this study aims to investigate the impact of performance management on organizational productivity, employee engagement and employee turnover intention with mediating role of supervisor support in banking sector of twin cities in Pakistan.

1.6. Research gap:

As presented in the following literature review section, several researchers have already performed research on performance management and its impacts on organizational productivity, employee engagement and employee turnover intention. Supervisory support are also studied in relation to performance management. However, supervisory support has not yet been used as a mediator in the research conducted in banking sector of Pakistan, especially in twin cities. HR practice like performance management can be used studied in Pakistan and also the mediation analysis with suitable variable (Ogalo, 2021). The current study aims to fill this literature gap by conducting the research in banking sector of twin cities of Pakistan regarding the above mentioned variables.

1.7. Research Questions:

The research questions of the research are as follows:

1. What is the impression of Performance management on Organizational Productivity?
2. Does Supervisory Support mediates the relationship between Performance management and Organizational Productivity?
3. Does Supervisory Support mediates the relationship between Performance management and Employee Engagement?
4. Does Supervisory Support mediates the relationship between Performance management and Employee Turnover Intention?
5. What is the impact of Performance management on Employee Engagement?
6. What is the impact of Performance management on Employee Turnover Intention?

1.8. Research Objectives:

The research objectives of the research are as follows:

1. To investigate the impact of Performance management on Organizational Productivity in the banking sector of twin cities of Pakistan.
2. To assess the impact of Performance management on Employee Engagement in the banking sector of twin cities of Pakistan.
3. To investigate the impact of Performance management on Employee Turnover Intention in the banking sector of twin cities of Pakistan.
4. To identify the mediating role of Supervisor support on the relationship between Performance management and Organizational Productivity in the banking sector of twin cities of Pakistan.
5. To identify the mediating role of Supervisor support on the relationship between Performance management and Employee Engagement in the banking sector of twin cities of Pakistan.
6. To identify the mediating role of Supervisor support on the relationship between Performance management and Employee Turnover Intention in the banking sector of twin cities of Pakistan.

1.9. Research Significance:

The study investigates the importance of performance management in banks in Pakistan's twin cities, as well as how performance management effect on organizational productivity, employee engagement and employee turnover intention. The study's significance is also to determine the role of supervisory support as a mediator between performance management and other three variables. Performance assessment is a component of performance management that allows companies to capitalize on their most valuable assets, their workers, and get a human capital advantage (Daoanis, 2012). Furthermore, Pakistani banks will get benefit from it, as they would understand about the mediating role of supervisor support while assessing the relationship between performance management as (independent variables) and organizational productivity, employee engagement and employee turnover intention (dependent variable) will increase significantly.

1.10. Definition of Key Terms:

Performance management: Performance management is defined as the procedure established by an organization to ensure that all employees are aware of the degree of performance required of

them in that function, as well as any specific objectives that must be met in order to reach the broader organizational goals (Sameeksha & Aditya, 2014).

Organizational Productivity: The increased and enhanced organizational and functional performance in addition to the quality is also called organizational productivity (Dorgan, 1994).

Employee Engagement: Employee engagement is a workplace strategy that ensures people are dedicated to their organization's aims and values, driven to contribute to organizational success, and able to improve their own feeling of well-being (Alfes et al., 2013).

Employee Turnover Intention: Employee turnover intention is the employee's ability to quit work, which is characterized as voluntary and involuntary discrimination, in addition to the dysfunction in the job that led to departing work, and that each type of employee turnover affects the organization to diverse and distinct degrees (Long et al., 2012).

Supervisory support: It is a combination of essential assistance, support, or direction offered by a supervisor that encourages employees to work to their full capacity and feel fulfilled at work. (Jena et al., 2019).

Chapter No. 2

2. Literature Review

2.1. Performance management

Employees are the assets of the organization and organizational success is highly dependent on them. In this era of extreme competition, where organizations are striving for success, potential candidates are the key to their success and they are trying to hire and retain such individuals who would positively contribute to the prosperity of the organization. Similarly the candidates or the employees working in the organizations are also working for their growth and successful career. Performance management is a helpful tool for the organizations to retain and engage the employees, resulting into ultimate organizational success. Performance management system align and defines the organizational goals into individual goals which results into employee development as well as the success of the organization. The performance management system serves as a strategic tool and a strong basis for people to achieve their goals and companies to achieve their primary financial objectives (Sameeksha & Aditya, 2014). Performance management is vital the better organizational performance and helps the businesses to reach their goals and objectives (Helm, Holladay, & Tortorella, 2007). Performance management can help a high-involvement organization grow by involving teams and individuals in establishing their goals and strategies for achieving them (Armstrong M. , 2000).

Performance management is defined as the procedure established by an organization to ensure that all employees are aware of the degree of performance required of them in that function, as well as any specific objectives that must be met in order to reach the broader organizational goals (Sameeksha & Aditya, 2014). Performance management is a tool that helps managers manage effectively (Armstrong & Baron, 2004). Managers can use performance management to monitor and evaluate their personnel. Performance management assists firms in enabling individuals to perform to the best of their ability while also working efficiently and productively. Performance management is an umbrella term that includes performance planning, performance review and performance appraisal (Plachy & Plachy, 1988).

The purpose of performance management is to improve organizational effectiveness by harmonizing individual, team, and strategic goals (Towler, 2019). Performance management is also a process of communication between the people of the organization (Plachy & Plachy, 1988). This shows that performance management keep the individuals and personnel of the organization involved in the organizational process, their efforts and hard work are identified and this helps them stay connected and retained to the organization. Performance management is defined as the development of individuals with the competency and obligation, who are dedicated and working towards the achievement shared and meaning full objectives within an organization which supports and encourages their achievement (Armstrong M. , 2006).

The process of performance management consists of *Planning, Acting, Monitoring and Reviewing* (Armstrong M. , 2006). Planning entails deciding on objectives and competency criteria, as well as creating performance agreements, performance improvement plans, and personal development plans. Similarly, acting to carry out the required activities and processes to obtain the required goals and objectives. Monitoring refers to checking the progress of the process of obtaining the goals and objectives. The last stage of the process is reviewing in which the progress of the process is analyzed and corrective measures are taken in order to make the process effective.

Performance management is the method through which managers ensure that the performance of their staff is in line with the organization's goals. The procedure necessitated a conscious and meaningful understanding of what these actions are, ensuring that they are carried out, and providing feedback on employee performance to assist them in fulfilling and meeting the objectives (James, 2008). So in different organizations different employee evaluations methods are used which might include Management by Objectives, 360 degree appraisals etc. (Yousif Al-Jedaia & Mehrez, 2020). Similarly Performance appraisal is a regular process evaluate the performance of employees. According to (Iqbal, 2014) Performance appraisal is the tool which help identify that right person are being placed at the right position and they are performing their job well. Performance appraisal assists organizations in maintaining a competent staff and in identifying the organization's strengths and flaws (James, 2008). Employees with great performance are recognized in firms with stronger performance appraisal systems, while those with lesser performance receive training and development to overcome their flaws (Deepa, 2014). Motivated personnel contribute more to the success of the firm. Employees who are driven work

harder than those who are less motivated. Employee motivation may be boosted in a variety of ways, with performance appraisal being one of the most essential tools for enhancing employee performance and motivation. Employees regard the training and development they receive as a reward and incentive as a result of performance appraisal (Daley, 1987). (Khan, 2012) Also suggests that training impact on motivation and job performance.

2.2. Organizational productivity:

Productivity is the ratio which determines how well the organization converts its inputs into the profit producing goods and services (Tokarčíková, 2013). The increased and enhanced organizational and functional performance in addition to the quality is also called productivity (Dorgan, 1994). There are three definitions which can relate to productivity which are efficiency, the composition of efficiency and effectiveness and whatever it takes to make the organization to function better (Pritchard, 1995). The definitions are self-explanatory and clearly states that organizational productivity is dependent and directly related to the employee's efforts which they put into the organization and make the organization a profitable one. Employees are the resources of the organization and they need to get all the required attention, management, their inputs must be acknowledged and considered by the organization.

There are a lot of factors which keep the employees motivated and keep up their spirits to perform better in an organization. Job performance refers to the conduct of employees that they exhibit over time in order to influence the value of the firm (Motowidlo & Kell, 2012). Employees are the organization's assets, and the HR department works to improve and influence employee performance and productivity, which eventually leads to organizational productivity. Aboazoum performed research in Libya to identify the elements influencing work performance. According to the findings of the study, job performance is positively associated to job performance, culture, and training and development (Aboazoum, Nimran, & Al-Musadieq, 2015). The employees who are provided a friendly and interactive environment where they get opportunity to learn, grow, give inputs and receive feedback and required training and development are more likely to be motivated and perform better at the job. This better employee performance would lead ultimately to the organizational productivity.

There are a few factors which affect the employee's performance. A study conducted by Tinofirei in 2011 to find out the factors affecting the employees performance and the results of the study illustrate three factors affecting performance of an employee. Decrease in demotivation due to lack of promotions resulting from high performance, lack of opportunities for the advancement of employees and the absence of growth opportunities for the staff (Tinofirei, 2011). Employee productivity is the result of combined employee ability, motivation and the workplace environment (Anyim, Chidi, & Badejo, 2012). The employee productivity would result into an increased organizational productivity.

Performance management has been identified as a key factor to improve productivity in the organizations. Employees who are being managed wisely and strategically are more likely to work for the betterment of the organization than those who are not well managed. Performance management helps in aligning the organizational goals into individual goals and this helps in enhancing the organizational overall performance and productivity (Sameeksha & Aditya, 2014). According to (Associates., 1994) it is obvious that performance management has a significant impact on the financial performance as well as productivity of the organization. Performance management is a tool which helps managers to manage effectively and the effective management leads to increased productivity (Armstrong & Baron, 2004). Managers who implement performance management in the organization make sure that their team understands what is expected from them, are skillful and able to deliver the expected, supported by the organizations and given timely feedback to make sure they make improvement throughout the process and are able to provide their inputs and point of views to the aims and objectives as well (Armstrong & Baron, 2004). This instills confidence in the teams which helps the organization to prosper.

The internal and external variables influence the organizations performance management (Sole, 2009). Internal variables include internal management commitment, internal resources, a performance-oriented culture, senior staff participation, and PMS maturity. Elected authorities, citizens, legal restrictions, and labor unions are examples of external forces. Employees, in particular, perceive performance-monitoring systems as a system designed to compel them to work more, while managers perceive such systems as measures to increase pressure on them to generate additional outcomes (Sole, 2009).

2.3. Employee Engagement:

Employee Engagement has been a popular topic in business. It is a buzzword that employers believe they understand but encounter difficulties and challenges when putting into practice. Many organizations try to copy the employee engagement activities but this is not possible. Organizations should properly implement the employee engagement activities in order to yield maximum benefits. Work engagement has been acknowledged as being crucial in assisting employees in becoming more deeply engaged with their work and reducing the impact of job burnout. Engaged employees are more likely to perform better as compared to less engaged employees (Inceoglu & Fleck, 2010).

Employee engagement is a workplace approach that assures individuals are committed to the goals and values of their organization, motivated to contribute to organizational success, and capable of improving their personal sense of well-being (Alfes et al., 2013). Engagement was defined as a good attitude toward one's employment, distinct from both job satisfaction and dedication. When employees are engaged, they use and combine many aspects of their emotional and cognitive identities to transform work duties and specialized activities into meaningful accomplishments (Byrne, 2015). The dedication of one's physical, cognitive, and emotional energies to one's work (Kahn, 1990). Individual involvement, contentment, and passion are all related to engagement (Harter, Schmidt, & Hayes, 2002).

Enhancing employee engagement is likely to increase organizational performance. When employees are engaged, they freely feel responsibility toward the organization and absorb the corporate objectives, and they also want to stay as a member of the organization (Shrestha, 2019). The individual then displays favorable attitudes toward the job and is willing to put in extra effort for the job. As a result, impression engagement is founded on an organization's emotional attachment behavior (Shrestha, 2019). Employees that are engaged can recognize social signs in others and determine how to improve social skills in order to meet company goals (Cheng, Chiu, & Tzeng, 2013). The discussion above clearly states that employee engagement is very important in terms of not just letting the employees gain confidence but is also important from the organizational aspect. Organizations having more engaged employees have better performance

and increased organizational productivity and the enhanced productivity of the organizations can help them succeed in the competitive environment.

Employees working in the organizations are the contributors to organizational success. Performance management is defined as the development of individuals with the competency and obligation, who are dedicated and working towards the achievement shared and meaning full objectives within an organization which supports and encourages their achievement (Armstrong M. , 2006). This definition clearly states that performance management can have positive impact on employees. As we know that employees inputs, contributions and hard work are very important for organizations so as the employees also need performance management to be practiced in the organizations. In simple words performance management is managing the performance of employees in the organizations by giving them feedback and rewards for what they do, encouraging and motivating them in every possible way and involving them in organizational matters and asking for their insights so in result the employees feel recognized and make more efforts towards the betterment of the organization (Marrelli, 2011). Extensive research shows that frequent, open, and honest communication between management and employees is critical for building trust and achieving good organizational performance (Marrelli, 2011). Organizations seek to set reasonable goals and achieve them in a methodical and effective manner. Organizations should ideally monitor, empower, and utilize their resources to reach peak performance (Shrouf et, al. 2020). Performance management is also a cycle that comprises a number of aggregate activities that contribute to the effective management of each engaged person and team in order to attain a competent, significant level of performance (Rahman, et al. 2021).

2.4. Employee Turnover intention

The turnover intention is defined as the next natural step following disappointment with the withdrawal procedure and this concept appeared from Porter and Steers (Porter & Steers, 1973). Employee turnover intention is the employee's ability to quit work which may be due to voluntary and involuntary discrimination, in addition to the dysfunction in the job that led to departing work, and that each type of employee turnover has a different and distinct impact on the company (Long et al., 2012). This shows that employee turnover has a significant impact on the organization and it is negative. Employee turnover intention develops when individuals believe their job does not

satisfy their goals and objectives (Zeffane & Bani Melhem, 2017). The intention to leave is a deliberate decision to seek alternative work possibilities in other firms, which is motivated by a variety of variables and reasons (Arshadi & Damiri, 2013). The entire discussion drives our attention to the factors which might affect the employee's attachment within the firm and might force them or they tend to quit their job. We need to identify and work out to identify the dissatisfaction of employees so we can eradicate those factors and keep the employees retained in the organization.

Turnover is the separation of an employee from the company, whereas turnover intent is the goal of employees to leave their existing organization (Siddiqui & Jamil, 2015). There are many factors which are related to employee turnover intention and their actual turnovers. Similarly, the likelihood that an employee will leave his or her current work within a specific time period, resulting in turnover is known as turnover intention (Kaur, Mohindru, & Pankaj., 2013). Employee turnover is a serious issue and needs to be addressed by the companies on a very serious level. Employees that are disengaged require more training than engaged employees, and they are more likely to depart businesses, increasing the likelihood of greater personnel and turnover expenses (Kumar & Pansari, 2016). Employee management is very important for the organizations to keep their employees connected and retained in the organization. Losing an employee is parallel to losing an asset. So in order to have higher organizational productivity employees turnover intention should be reduced. In this way organizations can progress better.

People and employees are an organization's and company's most precious assets. The high turnover rate occurs for a variety of causes, including personal, environmental, and even company-related factors. The causes that induce employees to leave a business can be divided into two categories: push factors and pull factors (Chiat & Panatik, 2019). The two-factor motivation theory, commonly known as Herzberg's motivation-hygiene theory or dual-factor theory, asserts that there are discrete sets of mutually exclusive factors in the workplace that either cause job satisfaction or dissatisfaction (Herzberg, 1970). According to the theory, there are two factors of employee satisfaction and they are hygiene and motivation. If the employees are given the hygiene factors at work and get motivation to do work, they are more satisfied and more likely to perform better. According to Herzberg, hygiene elements are extrinsic to the job and serve the "desire to avoid unpleasantness" (Herzberg, 1970). Hygiene factors include the interpersonal relations,

company administration, salary, and supervision and working conditions (Alshmemri, Shahwan-Akl, & Maude, 2017). Similarly the motivational factors include Advancement, the work, recognition, achievement and possibility of growth (Alshmemri, Shahwan-Akl, & Maude, 2017). To reduce turnover intention employees must be motivated and use of Herzberg theory is very important.

Human resource (HR) managers must overcome employees' inclination to leave (Long & Perumal, 2014). With the appeal of a younger and more educated workforce, there is increased concern, particularly in the shift of employee bargaining from the bargaining table to the courts as companies and people strive to establish rights, obligations, and responsibilities (Long & Perumal, 2014). This area includes topics such as job entitlement, whistleblowing, privacy concerns, the right to manage, smoking, obligatory benefits, and work and family relations. Managers must keep in mind that there is a new outlook on work, family, and responsibility. (Long & Perumal, 2014). Individuals nowadays are not "separated" from this family worry and responsibility, and hence the days of an individual working for a single company throughout his career are becoming rare. They seek greater professional prospects and remuneration for themselves and their families in addition to balancing work and family life (Thwala, et al. 2012). Considering these important factors and employee wellbeing can keep the employees connected and retained in the organization (Long & Perumal, 2014). To reduce employee turnover intention, HR practices plays an important role and HR manager's needs to consider it. Better HR practices tend to attract and retain employees and can keep the organizational performance up to the mark. Employees who are treated well and given due consideration in the organization are more likely to perform well, contribute to organizational wellbeing and add positively to the organizational overall productivity (Long & Perumal, 2014).

Performance management is very important in the organizations. It is a human resource tool which can help engage the employee and reduce their turnover intention to the minimum level. This can help in better organizational performance, higher organizational assets and better organizational position in the industry. Performance management can engage, satisfy the employees in many ways and thus reduce their turnover intention. A crucial purpose of project management is to define organizational goals in such a way that they are both obvious and measurable (Walker et al., 2011). In addition to the psychological advantage of clear goals, PM may influence employee job perceptions through its impact on the organization's structure and control features (Alexander et

al., 2018). Formal performance targets and indicators, on the other hand, offer employees with an impartial framework against which to evaluate potential actions, boosting their job autonomy (Campbell, Lee, & Im, 2016). On the contrary, ambiguous goals are associated with lower job satisfaction through impairing the ability to self-regulate (Jung, 2013). This shows that identifying the clear goals and communication it to the organizational employees can help the organization retain them. Employee turnover intention would ultimately reduce. Similarly, when the employees are given constructive feedback upon their performance, they are involved in decision making and other organizational activities, they feel recognized and an important part of the organization which helps them to stay longer and reduce their intention to leave the organization (Alexander et al., 2018).

2.5. Supervisory Support

Supportive supervision focuses on the followers' well-being and needs, as well as the construction of a pleasant interactive atmosphere. It is referred to as a critical component of successful supervision in the path-goal theory (Shehawy, Current workplace issues and behaviours in tourism and hospitality: moderating role of empowering leadership., 2021). A helpful supervisor is concerned about their employees' specific needs and responds to them. A helpful supervisor also encourages followers to improve in their professions by regularly monitoring their development and providing appropriate trainings. A helpful supervisor provides emotional and social support to their subordinates by sympathizing with and listening to them (Shin, et al., 2019). Supportive supervision has been proven in studies to have positive consequences. Supportive supervisors provide meaningful help to subordinates, acting as a buffer against professional stress (Dahiya, 2021). Previous research on supportive supervision has identified a weak link between it and employee engagement. An increasing body of research has discovered a link between supportive managerial behavior and employee engagement (Luu, 2019).

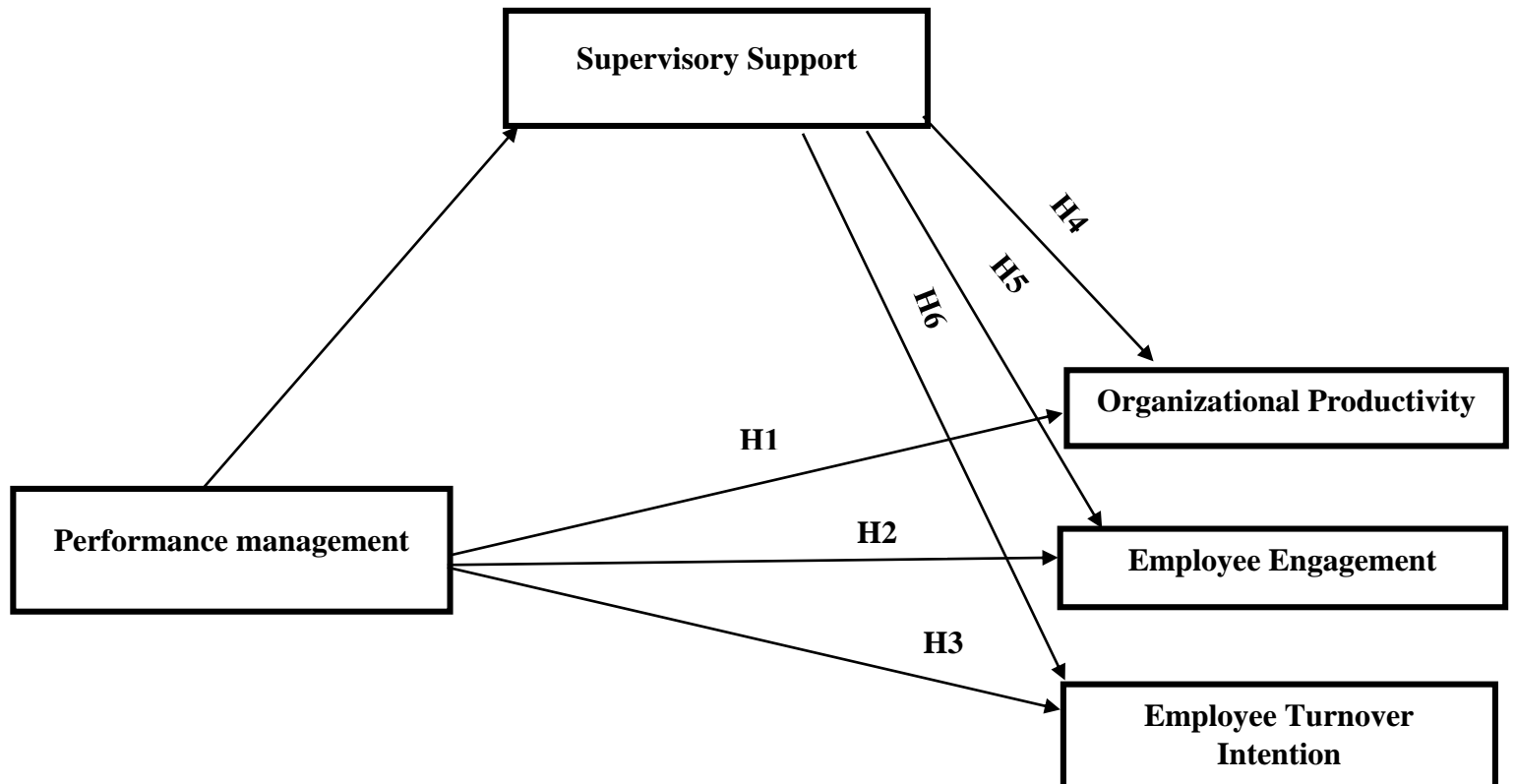
Depending on the nature of the supervisor-member relationship, each individual views supervision differently, and their perspective may differ from that of others on the same team (Lee, 2021). A team member might feel left out and may believe that the supervisor is not concerned about him. A helpful supervisor's perspective in a group differs from that of an individual (Jena, et al., 2019). Employees are well aware that their supervisor's backing affects them. Supervisors in a firm play

an important role in a variety of settings, such as giving information that helps workers do their jobs, fostering constructive connections, and exhibiting supportive behaviour, all of which have a positive impact on employees' well-being (Quansah et al., 2021). A helpful supervisor increases employees' sentiments of self-efficacy, according to additional study (Kataria et al., 2019). Supportive leaders value their employees' thoughts, feelings, choices, and initiative and are cautious to assert control over them through pressure and demands (Hammond et al., 2019). The literature indicated that supervisory support is necessary in engaging the employees and increasing the employee engagement as well as organizational productivity.

The primary goal of performance management is to guide, support, and develop each employee in order to provide a consistent and comprehensive experience for their employees. It is a continuous, collaborative process between supervisor and employee that tries to create and clarify expectations while also setting performance and development goals. Because supervisors are widely considered as organizational actors in charge of managing employee performance, their feedback is frequently taken by employees as the organization's attitudes toward them (Bakker et al., 2010). Supervisors must ensure that their employees feel valued and supported by the organization resulting into improved engagement (Eisenberger et al., 2001). Supervisor support is a primary driver of employee engagement, with many suggesting that when employees receive proper supervisor support, they respond with increased engagement (Shusha, 2013). Supervisor plays an important role in performance management of an employee because supervisory support helps the employees to improve upon their performances, guide them and help them in their goals (Amoo & Adam, 2022). Previous academic research has shown that supervisor help is critical to increased work performance and the reduction of academic staff turnover intentions (Afzal et al., 2019), and employee engagement (Silman, 2014). This shows that along with performance management, supervisory support is also vital to the betterment of the organization and its productivity as a whole.

2.6. Theoretical Framework:

The theoretical framework depicts a direct relationship between independent and dependent variables and the role of mediators between them. Independent variable is Performance management and dependent variables are Organizational Productivity Employee Engagement and Employee Turnover Intention. The Mediating variable between independent and dependent variable is Supervisory Support.



2.7. Hypothesis:

H1: Performance management has a positive impact on Organizational Productivity.

H2: Performance management has a positive impact on Employee Engagement.

H3: Performance management has a negative relation with Employee Turnover Intention.

H4: Supervisory support significantly mediates the relationship between Performance management and Organizational Productivity.

H5: Supervisory support significantly mediates the relationship between Performance management and Employee Engagement.

H6: Supervisory support significantly mediates the relationship between Performance management and Employee Turnover Intention.

Chapter No. 3

3. Methodology:

Introduction:

This chapter includes methodology used for assessing the Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee turnover intention: Mediation by Supervisory support. Research methodology used for collecting and analyzing data are the parts of this chapter. It also highlights research design, instrument used, population, sample size, data collection, data analysis, etc., to assess the relationship between performance management, organizational productivity, employee engagement, supervisor support, and employee turnover intention.

3.1. Research design

The research design is the blueprint used to gather, measure, and evaluate data in order to reach a conclusion (Mackey & Gass, 2015). A research study can employ one of three methodologies: qualitative, quantitative, or blended procedures. The term qualitative methodology refers to a method of assessing a subject's emotions and sentiments. Meanwhile, quantitative methodology is defined as a way for investigating statistical differences between variables. However, mixed methodology is described as a methodology that not only explores the emotions of the subjects, but also studies statistical disparities between variables (Kumar .. R., 2019). The methodology used in the current research is quantitative in nature because primary data is used to identify statistical relationship between Performance Management, Organizational Productivity, Employee Engagement and Employee turnover intention and Supervisory support.

3.1.1. Type of study

The current study is a correlational examination, meaning it focuses on examining the correlation between Performance Management, Supervisory support, Organizational Productivity, Employee Engagement and Employee turnover intention.

3.1.2. Study setting

The current study employs a non-contrived setting because it incorporates data collecting from employees working in the banking sector of twin cities in Pakistan via distributed questionnaires.

3.1.3. Time Horizon

The current study is a cross-sectional study since it involves the collection of data from a population at a single point in time.

3.1.4. Research Approach

The current study adopts a deductive technique, beginning with the development of hypotheses based on the literature. The established hypotheses are then tested using research technique (Flick, 2015). Information is gathered from current literature to confirm or refute the offered concepts. This approach includes the development of hypotheses, formulation of hypotheses, data gathering, and data analysis.

3.1.5. Unit of Analysis

Individuals working in the banking sector of Pakistan's twin cities serve as the study's unit of analysis.

3.2. Population

A population is a group of people that a researcher wants to study (Kumar .. R., 2019). Employees working in the banking sector of Pakistan's twin cities were chosen for distribution of questionnaires and data collection. The researcher considers employees working in the banking sector of twin cities in Pakistan as the targeted population region for this study. It is nearly hard for a study to collect data from every individual in the population. As a result, a sample is chosen to represent the total population. The total population of the banks of the twin cities of Pakistan is approx. 4500 (Ali et al., 2021) and the sample size has been calculated using the morgan's table sample size calculator.

3.3. Sampling

A research study cannot be completed unless an optimal sample is used, as sample size is critical for good population representation (targeted audience). Morgan's Table was used to complete the sample of 183 respondents in this study (employees working banking sector of twin cities in Pakistan). Meanwhile, a sample of 183 respondents has been finalized for data collection and examining the link between study factors.

3.3.1. Sampling Technique

The convenience sample strategy is used in this study because it is the best sampling technique for a study where the precise population is unknown. This sampling technique is used to reach individuals (from the population) who have expressed an interest in filling out the questionnaire and participating in the survey. Data collecting concerns are adequately addressed using this sample technique, since this technique has undoubtedly aided in the smooth data collection procedure, especially in the current pandemic condition caused by COVID-19. During this study, the researcher only asked persons who demonstrated availability and volunteered to fill out questionnaires and participate in the survey.

3.4. Scales and measures

The adopted questionnaire is designed to be short and straightforward in order to express the aim of distribution and data collection. The questionnaire used in this study includes questions on demographics and all factors (between Performance Management, Organizational Productivity, Employee Engagement and Employee turnover intention and Supervisory support). All the items are measured on the basis of five-point Likert Scale (mentioning 1 as “Strongly Disagree”, 2 as “Disagree”, 3 as “Neutral”, 4 as “Agree” and 5 as “Strongly Agree”).

3.5. Data Collection Procedure

A questionnaire adapted from prior research projects is distributed to 183 respondents in order to collect data. The majority of the questions were physically distributed by the researcher, however social media was also used to deliver a few questionnaires and request people to participate in the survey. The researcher simplifies the questionnaire by dividing it into discrete sections to help the audience (respondents) understand the questionnaire and offer reliable responses. To make it easier

for participants, questionnaires are available in both electronic and hard copy formats. Furthermore, simple and obvious instructions are provided within the questionnaire to eliminate any ambiguity or vagueness.

3.6. Data Analysis Technique

The data obtained from the respondents is analyzed and interpreted using statistical tests (Correlation, Regression and Mediation Analysis). SPSS software is used to identify the relationship between Performance management (Independent Variable), Supervisory support (Mediator) and Organizational Productivity, Employee engagement and turnover intention (Dependent variable). IBM-SPSS Statistics 25 is the software used to analyze the collected data. This software is used to compute a wide range of statistics. Prior to executing the analysis, pilot testing was performed on the first 50 responses to ensure that the results were valid. A test for missing data was also performed, and there were no missing values. The following tests are used to measure the influence of performance management on organizational productivity, employee engagement, employee turnover intention, and the mediating function of supervisor support:

3.6.1. Reliability statistics:

Cronbach's alpha of the given data is determined in reliability statistics. It is used to assess the dependability of data. This analysis is performed when a Likert scale is used in questionnaires to ensure the scale's dependability.

3.6.2. Descriptive Statistics:

This includes:

- Gender
- Age
- Qualification
- Experience
- Job title

3.6.3. Correlation:

Pearson correlation is used in the data analysis to analyze how the variables correlate to each other.

3.6.4. Regression:

Regression analysis identifying the effect of one variable over the other. Linear regression is being used in this research to analyze the effect of Performance management on Organization Productivity, Employee Engagement and Employee turnover intention and how Supervisor support mediates this effect. As the mediator is involved in our study we would follow Baron and Kenny Mediation Analysis. Mediation analysis consists of 4 steps.

3.6.4.1. Steps in Mediation Analysis using Baron and Kenny Mediation

Following are the steps using regression analysis to make sequential verification of four conditions:

Step 1: Independent and dependent variable must be related, significant and non-zero. This can be verified by linear regression analysis of dependent over independent. The regression coefficient relates independent and dependent variable.

A linear regression analysis is done between Performance Management and Organization productivity Performance Management and Employee engagement and Performance Management and Employee turnover intention.

Step 2: Independent variable and Mediator must be related, significant and non-zero. This condition can be verified using linear regression analysis of Mediator over Independent variable.

In our study, we have one independent variable and a mediators i.e. Supervisor support. A linear regression is done between Performance management and supervisor support.

Step 3: Mediator and Dependent variable must be related and significant when once the effect of Independent variable is controlled. This condition is verified using linear regression analysis of dependent variable over dependent variable and mediator.

In our analysis, we run the linear regression between Performance management and Supervisor support as independent variables and organization productivity as dependent one. Similarly we run linear using the other dependent variables as well.

Step 4: When controlling for the mediator's effect, the link between the independent and dependent variables must be greatly reduced.

Chapter No. 4

4. Finding and Analysis:

The findings are calculated by using the statistical tests including correlation coefficient and linear regression. Following are different statistics which demonstrates the reliability of the instrument being used in the analysis, descriptives's and inferential statistics of the data.

4.1. Reliability Statistics:

The Cronbach Alpha reliability analysis demonstrates the reliability of the used instrument, a 5-point Likert scale. The value of Cronbach Alpha (α) > 0.7 depicts a good internal consistency. While, Cronbach Alpha (α) < 0.7 , is not desirable and reflects poor internal consistency.

4.1.1. Reliability statistics of variables:

Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Performance Management	0.913	10
Supervisory Support	0.903	8
Organizational Productivity	0.878	6
Employee Engagement	0.842	5
Employee Turnover Intention	0.754	7

Table 4.1: Reliability Statistics of variables

The Cronbach Alpha reliability analysis shows the reliability of the instrument (5-point Likert scale) used. The results of the reliability analysis of Performance management are $\alpha = 0.913$ shows that (α) > 0.700 as suggested by (U, 2003) that reliabilities in the 0.7 range are considered acceptable, and reliabilities above 0.8 are considered good, indicating that the variable items have good internal consistency and reliably measure the variables.

The results of the reliability analysis of Supervisory support are $\alpha = 0.903$ i.e. $(\alpha) > 0.700$, which means the instrument reliably measure the variables. The results of the reliability analysis of Organizational Productivity are $\alpha = 0.878$, here $(\alpha) > 0.700$, this signifies that the variable's items are internally consistent, and the survey is utilized to collect the necessary information from the sample size. The results of the reliability analysis of Employee engagement are $\alpha = 0.842$ which is $(\alpha) > 0.700$, this suggests that the variable's items have strong internal consistency and that the scale accurately measures the variables. The results of the reliability analysis of Employee turnover intention are $\alpha = 0.754$ i.e. $(\alpha) > 0.700$ (threshold value), which means the items of the variable have good internal consistency among the items of variable.

4.2. Descriptive Statistics:

Descriptive statistics provide a quantitative summary of the data obtained. It defines the population's characteristics. Descriptive statistics have no bearing on forming hypothesis judgments. The frequency and demography of the population being studied are examples of descriptive statistics. Following are the descriptive statistics of the current research:

4.2.1. Demographics

Demographic Variable		Frequency	Percentage	Cumulative Percentage
Gender	Male	135	73.8	73.8
	Female	48	26.2	100
Age	Less than 30 years	152	83.06	83.1
	30 – 45 years	18	9.80	93.9
	Above 45 years	13	7.10	100
Qualification	Intermediate	3	1.63	1.6
	Undergraduate	3	1.63	3.3
	Graduate	89	48.7	51.9
	Post Graduate	88	48.6	100
Position	MTO	62	33.9	33.9
	CSO	44	24.04	57.9
	Manager	34	18.57	76.5
	Other	43	23.49	100
Experience	Less than 2 years	99	31.6	54.1
	2-5 years	36	11.5	73.8
	More than 5 years	48	15.3	100

MTO = Management Trainee Officer, CSO = Customer service Officer

Table 4.2: Demographics Table

The table summarizes the demographics and their percentages based on the sample respondents. The response rate by gender shows that out of the total 183 responses, 135 are male making 73.8% of the total sample size under study and the remaining 48 are females with 26.2% of the sample.

Age has three brackets, ranging from less than 30 to above 45. The highest frequency lies within the first bracket of range less than 30 with 152 respondents out of the total sample of 183. The percentage of this age bracket is 83.06%, which is the highest. Similarly, the lowest frequency lies within the range of above 45 with a response rate of 13 out of the total 183 responses.

The qualification is divided into four groups and the highest number of surveys are filled by graduates with a frequency of 89 with the highest percentage of responses i.e. 48.7% and the lowest number of surveys are filled by people who are intermediate and undergraduate.

The position demographic is divided into four most important positions of the Banking sector. The highest frequency lies with MTO i.e. Management Trainee officer which is 62 each. The lowest frequency lies with the position of manager which is 34.

The last demographic is experience of the employees. The highest frequency is on employees having less than 2 years of experience with 31.6% and the lowest number of employees who responded to the questionnaire are from the experience bracket of 2 to 5 years that are 36 in number and 11.5% in percentage.

4.3. Pearson Correlation Coefficient

It quantifies the degree to which two variables move in sync with one another. A Pearson correlation coefficient is used in this study to assess the relationship of the variables under study i.e. Performance Management, Supervisor Support, Organizational Productivity, Employee Engagement and Employee Turnover Intention. The value of correlation coefficient varies between -1 to +1. A negative correlation coefficient implies that both variables move in opposite directions, whereas a positive correlation coefficient suggests that both variables move in the same direction.

Variables	M	SD	1	2	3	4	5
1. Performance Management	4.26	0.77	1				
2. Supervisor Support	4.29	0.77	0.935**	1			
3. Organizational Productivity	4.29	0.81	0.896**	0.890**	1		
4. Employee Engagement	4.27	0.79	0.873**	0.882**	0.878**	1	
5. Employee Turnover Intention	2.38	0.59	-0.418**	-0.412**	-0.392**	-0.427**	1

*N = 273, M = Mean, SD = Standard Deviation, *p < .05. **p < .01 ***p < 0.001*

Table 4.3: Correlation Coefficient Analysis

The table provides the correlation values between the variables of the study. As we hypothesized earlier that Performance management has a positive effect on organizational productivity, and employee engagement whereas it is negatively correlated with employee turnover intention showing that as the performance management in the organization increases, employee turnover intention decreases. Similarly, supervisor support mediates this relationship. The results of the correlation coefficients indicate that there exist a positive and significant effect of Performance management and Organization Productivity with values $r = 0.896$ and $p = .000$ which is less than 0.01. This association indicates that the variables move in similar direction and when performance management is carried out in the organizations, it increases the overall productivity of the organization.

The mediating variable supervisory support also positively correlated with organization productivity with correlation values of $r = 0.89$ and is significant and $p = 0.000$. This supports our assumption that supervisory support mediates the relationship between performance management and organization productivity.

Similarly, the results of the correlation coefficients indicate that there exist a positive and a significant effect of Performance management on Employee Engagement with values $r = 0.873$ and $p = .000$. This association indicates that performance management when carried out in the organizations, it increases the overall engagement level of employees working in the organization. The results accept the hypothesis that we proposed earlier.

In addition to this, the results of the correlation coefficient also indicates that there is a negative and a significant impact of Performance management on employee turnover intention with the negative value of $r = -0.418$ and $p = 0.000$. This relationship indicated that performance management when carried out in the organizations, there is an overall decrease in the turnover intention of the employee working within the organization. This means that employees are less likely to leave the organization if the performance management is being practiced in the organizations. This results accept the hypothesis which we proposed earlier that there exists a negative relationship between performance management and employee turnover intention.

4.4. Linear Regression Analysis

With the mediating effect of supervisor support, linear regression analysis is used to predict the link between the independent variable Performance Management and the dependent variables Organization Productivity, employee engagement and employee turnover intention.

As the study includes independent, dependent, and mediating variables, we would use the Baron and Kenny Mediation analysis technique to compute the regression analysis, in which mediation may be assessed through four steps of regressions (Pardo & Román, 2013).

4.4.1. Linear Regression Analysis between Performance Management, Organization Productivity and Supervisor Support as a mediator

Step 1	Predictor	Dependent Variables					
		Organization productivity			Supervisor Support		
		R ²	β	St. E	R ²	β	St. E
	Performance Management	0.804**	0.896**	0.035			
Step 2	Performance Management				0.873**	0.935**	0.026
Step 3							
Model 1	Performance Management	0.804**	0.896**	0.035			
Model 2	Performance Management	0.825**	0.513**	0.092			
	Supervisor Support						

Note: * $p < .01$ (two-tailed); ** $p < .05$ (two tailed), *** $p < 0.001$

Table 4.4: Linear regression analysis between performance management, organization productivity and supervisor support as a mediator

The value of R square denotes the degree of change in performance management have an impact on the variable i.e. organization productivity. In step 1 the value of R² is 0.804 which means that 1% change in performance management can bring 80% change in organization productivity. The significance level $p = 0.000$ ($p < 0.05$) explains that there is a significant relationship between the two variables. The beta value, $\beta = 0.896$ showing that 1 unit change in standard deviation of performance management can bring a change of 0.896 units of standard deviation in organization productivity.

In step 2 the value of R² is 0.873 which means that 1% change in performance management can bring 87% change in supervisor support. The significance level $p = 0.000$ ($p < 0.05$) explains that there is a significant relationship between the two variables and the beta value is, $\beta = 0.935$.

The step 3 in regression demonstrates that in model 1, the beta value is $\beta = 0.896$ but in model 2 after introducing supervisor support as a mediator the value of beta decreases and now $\beta = 0.513$ but remains significant by 0.000 and 0.001. This decrease in the value of beta after the introduction of mediator from 0.896 to 0.513 proves that partial mediation is occurring as (Baron & Kenny, 1986). This means that there exists a positive and a significant relationship between performance management and organization productivity while supervisor support acting as mediator. The R^2 value for model 2 shows that in the presence of supervisor support as a mediator there is an increase of R^2 value showing that, 1% change in performance management would increase organization productivity by 82.5% and shows an increase in the impact of performance management on organization productivity by 2.1%.

4.4.2. Linear Regression Analysis between Performance Management, Employee Engagement and Supervisor Support as a mediator

Step 1	Predictor	Dependent Variables					
		Employee engagement			Supervisor Support		
		R^2	β	St. E	R^2	β	St. E
	Performance management	0.763**	0.873**	0.037			
Step 2	Performance management				0.873**	0.935**	0.026
Step 3	Model 1	Performance management	0.763**	0.873**	0.037		
	Model 2	Performance management	0.797**	0.384**	0.096		
		Supervisor Support					

Note: * $p < .01$ (two-tailed); ** $p < .05$ (two tailed), *** $p < 0.001$

Table 4.5: Linear regression analysis between performance management, employee engagement and supervisor support as a mediator

The value of R square denotes the degree of change in performance management have an impact on the variable i.e. employee engagement. In step 1 the value of R^2 is 0.763 which means that 1% change in performance management can bring 76.3% change in employee engagement. The significance level $p = 0.000$ ($p < 0.05$) explains that there is a significant relationship between the

two variables. The beta value, $\beta = 0.873$ showing that 1 unit change in standard deviation of performance management can bring a change of 0.873 units of standard deviation in employee engagement.

In step 2 the value of R^2 is 0.873 which means that 1% change in performance management can bring 87% change in supervisor support. The significance level $p = 0.000$ ($p < 0.05$) explains that there is a significant relationship between the two variables and the beta value is, $\beta = 0.935$.

The step 3 in regression demonstrates that in model 1, the beta value is $\beta = 0.873$ but in model 2 after introducing supervisor support as a mediator the value of beta decreases and now $\beta = 0.384$ but remains significant by 0.000 and 0.001. This decrease in the value of beta after the introduction of mediator from 0.873 to 0.384 proves that partial mediation is occurring as (Baron & Kenny, 1986). This means that there exists a positive and a significant relationship between performance management and employee engagement while supervisor support acting as mediator. The R^2 value for model 2 shows that in the presence of supervisory support as a mediator there is an increase of R^2 value showing that, 1% change in performance management would increase employee engagement by 79.7%.

4.4.2. Linear Regression Analysis between Performance Management, Employee Turnover Intention and Supervisor Support as a mediator

Step 1	Predictor	Dependent Variables					
		Employee Turnover Intention			Supervisor Support		
		R ²	β	St. E	R ²	β	St. E
	Performance management	0.186**	0.431**	0.049			
Step 2	Performance management				0.873**	0.935**	0.026
Step 3	Model 1	Performance management	0.186**	0.431**	0.049		
	Model 2	Performance management	0.191**	0.248**	0.139		
		Supervisor Support					

Note: * $p < .01$ (two-tailed); ** $p < .05$ (two tailed), *** $p < 0.001$

Table 4.6: Linear regression analysis between performance management, employee turnover intention and supervisor support as a mediator

The value of R square denotes the degree of change in performance management have an impact on the variable i.e. employee engagement. In step 1 the value of R² is 0.186 which means that 1% change in performance management can bring 76.3% change in employee engagement. The significance level $p = 0.000$ ($p < 0.05$) explains that there is a significant relationship between the two variables. The beta value, $\beta = 0.431$.

In step 2 the value of R² is 0.873 which means that 1% change in performance management can bring 87% change in supervisor support. The significance level $p = 0.000$ ($p < 0.05$) explains that there is a significant relationship between the two variables and the beta value is, $\beta = 0.935$.

The step 3 in regression demonstrates that in model 1, the beta value is $\beta = 0.431$ but in model 2 after introducing supervisor support as a mediator the value of beta decreases and now $\beta = 0.248$ but remains significant by 0.000 and 0.001. This decrease in the value of beta after the introduction of mediator from 0.431 to 0.248 proves that partial mediation is occurring as (Baron & Kenny, 1986) and supervisory support is acting as a mediator between performance management and

employee turnover intention. This guides that performance management in organization with the mediation of supervisor support can help in minimizing employee turnover intention.

Chapter No. 5

5. Conclusion and Recommendations:

5.1. Discussions:

The current research had aimed to investigate the relationship between performance management, supervisor support, organizational productivity, employee engagement and employee turnover intention in the banking sector of twin cities of Pakistan. In this study, Performance management is considered as independent variable, supervisor support is the mediator whereas organization productivity, employee engagement and employee turnover intention are regarded as dependent variables which might be affected by the performance management. The research is being carried out in the banking sector of twin cities of Pakistan for the investigation of the relationship of the variables prior mentioned. An adopted structured questionnaire has been used to collect the data from the respondents that are employees of the banking sector of Pakistan. A sample size of N = 183 respondents, and studies were conducted to determine the level of correlation and regression between the variables under investigation. A scale of significance level with a range allowed up to 5% is set to examine the acceptance and rejection of hypotheses in this investigation. The study's hypotheses (H1 and H2) are accepted or rejected based on the significance level set.

As significance level of performance management, organization productivity, employee engagement and employee turnover is less than 0.05. Hence, H1, H2 and H3 are accepted and proved significant. Therefore regression analysis show that there is a significant relationship between performance management (independent variable) and organization productivity, employee engagement and employee turnover intention (dependent variables). In addition to this, mediation analysis by Barron and Kenny suggests that the mediating variables i.e. Supervisor support mediates the relationship between independent variable performance management and dependent variables i.e. organization productivity, employee engagement and employee turnover intention. Thus hypothesis H4, H5, H6 are accepted. The study of Ali et al. 2021, performance management that is one of the HRM practise has positive impact on organizational productivity. Similarlry, the study of Rahman et al., 2021 suggests and supports the findings of the current research that performance management is closely and positively related to employee engagement. In addition to this, the study of Amoo & Adam, 2022, Alexander et al. 2018 and Ali et al. 2021

also supports the findings of the study that there exists a significant relationship between the independent and dependent variables as well as the mediator

Hypotheses Results		
Hypothesis	Description	Results
H ₁ (a)	There is a positive relationship between Performance management and Organization Productivity.	Accepted
H ₁ (b)	There is a positive relationship between Performance management and Employee Engagement.	Accepted
H ₂ (a)	There is a negative relationship between Performance management and Employee Turnover Intention.	Accepted
H ₂ (b)	Supervisor support mediates the relationship between Performance Management and Organization productivity.	Accepted
H ₃ (a)	Supervisor support mediates the relationship between Performance Management and Employee engagement.	Accepted
H ₃ (b)	Supervisor support mediates the relationship between Performance Management and employee turnover intention.	Accepted

Table 4.8: Hypotheses Results

Based upon the results, it is concluded that performance management has a positive impact on organization productivity and employee engagement whereas it negatively impacts employee turnover intention and the mediator supervisor supports mediates the relationship between the independent and dependent variables.

5.2. Conclusion:

In today's environment of cutthroat rivalry among businesses, particularly the banking sector, corporations have begun developing tactics to carve out a superior market position for themselves. Employees are critical to the success of any business. Employees' efforts and contributions are what make organizations rich and successful. Employees stay with any firm for a variety of reasons, including their income, career possibilities, additional benefits, and appraisals. Employees would remain with firms that are more careful in appraising their employees' work in monetary and non-monetary terms. Employee satisfaction may result from this appraisal, and the likelihood of employees remaining linked to the firm to deliver their services may increase. Performance

management is critical for both corporations and their personnel. Organizational productivity can be boosted by successfully managing personnel and their performance.

Employees are the organization's assets, and organizational productivity is strongly dependent on employee productivity (Cato & Gordon, 2009). Employees who are more engaged with the organization are more likely to perform effectively and boost the organization's overall productivity.

The literature suggests that performance management is positively linked to employee engagement. Similarly, it is obvious that supervisor is also very important. Performance management, which is fair and properly managed, with supervisors being supportive can impact productivity and engagement of organization and employee respectively. So the performance management in the organizations should be practiced and implemented in order to generate maximum results and make employee work for the betterment of the organization.

As discussed in (Chapter 1), objective of this study is to assess the impact of performance management on organizational productivity, employee engagement and employee turnover intention with a mediating role of supervisor support in banking sector of twin cities in Pakistan. To investigate the relationship between performance management, organizational productivity, employee engagement and employee turnover intention and mediator supervisor support an adoptive structured questionnaire is distributed amongst the 183 respondents for data collection and to explore the effect of each variable in this study. Performance management is empirically tested with organization productivity, employee engagement and employee turnover intention and a positive correlation was found between them. Correlation analysis has shown that performance management is negatively correlated with employee turnover intention with the magnitude of 0.418. Regression analysis also showed significant relationship between performance management (independent variable) and organization productivity, employee engagement and employee turnover intention (dependent variables). In addition, mediation analysis has provided evidence regarding partial mediation performed by supervisor support in relationship between performance management (independent variable) and organization productivity, employee engagement and employee turnover intention (dependent variable).

All of the literature and above discussions suggests that performance management is one of the important tool in not only identifying the strengths and weaknesses of employees but also in retaining the employees, engaging them, giving them feedback so that they can improves their performances which would lead to organizational productivity as a whole. An equitable and well implemented performance management system of the organization can be more effective on productivity and performance of employees resulting into the organizational productivity and if supervisory support is on point, focused on employees it can have positive impacts and influences on the overall organizational well-being and employee engagement and reduced turnover rate. The more the engaged employees, more support they get from their supervisor at work, less would be the employee turnover intention and organization would benefit from it the most as the assets of the organizations, the employees would be retained and organization would utilize their expertise to make their mark in the market. The study also suggests that there is a positive and significant effect of performance management on organization productivity and employee engagement and negatively related to employee turnover intention that as the performance management is practiced in the organization, employee turnover intention decreases. It also identifies that supervisor support mediates the relationship between performance management, organization productivity, employee engagement and employee turnover intention.

5.3. Research Limitations:

Limitation is a constraint confronted by a researcher while performing research. In this study the few constraints are short time period, a small sample size, restricted number of statistical analysis performed. While exploring the correlation among performance management, organization productivity, employee engagement, employee turnover intention and supervisory support. The time frame for this research is highly limited. The size of the sample may be increased in order to conduct a more detailed study with a greater representation of employees working in the banking sector of Pakistan's twin cities.

5.4. Recommendations and Future research:

In order to identify the opportunities for future research other organizations might also be studied. Increase in time period for conducting a detailed research for the related or similar variables can be one most important recommendation. An extended time period may allow the researcher to

encourage members of the population to show interest by actively engaging in the data collection process. Because the current study is centered on the service industry, namely the banking sector, the influence of performance appraisal can also be studied in other sectors. Stratification among managers and staff can also be studied. Different industries, such as health, IT, and education, can also be studied.

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Appendix

Master's Dissertation Research Questionnaire

My name is Ali Ajaz Janjua and I am a student of MBA in Human Resource at Bahria University. I am conducting a research in Banking Sector on the **“Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee turnover intention: Mediation by Supervisor support”**. The questionnaire consists of 36 questions and will need no longer than 10 minutes to be completed. The data collected will be treated with high degree of confidentiality and is meant for the academic purpose only. You are requested to fill the questionnaire by circling the appropriate answers.

PART ONE

Demographics Information

1.	Gender? (a) Male (b) Female
2.	How old are you? (a) Less than 30 years (b) 30 – 45 years (c) Above 45 years
3.	What is the highest level of qualification that you have completed? (a) Intermediate (b) Undergraduate (c) Graduate (d) Post Graduate
4.	Position in the organization? (a) MTO: Management Trainee Officer (b) CSO: Customer Service Officer (c) Manager (d) Other
5.	Experience? (a) Less than 2 years (b) 2 – 5 years (c) More than 5 years

PART TWO:

Please indicate your level of agreement according to the following Likert Scale:

- 1. Strongly Disagree**
- 2. Disagree**
- 3. Neutral**
- 4. Agree**
- 5. Strongly Agree**

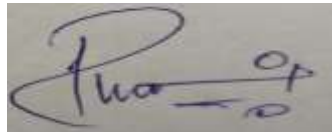
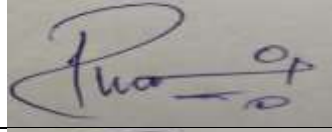
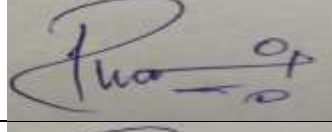
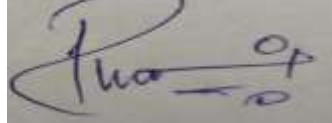
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance Management					
1. The performance management system of my company is fair.	1	2	3	4	5
2. The company's performance management system has clear objectives and measures actual output.	1	2	3	4	5
3. There are clear tasks and responsibilities in the organization.	1	2	3	4	5
4. There are clear guidelines for the planning and target-setting process.	1	2	3	4	5
5. The targets are ambitious and relative to the competition.	1	2	3	4	5
6. Performance Management helps to express the value of the people in the firm.	1	2	3	4	5
7. Corrective action is always taken.	1	2	3	4	5
8. Managers use KPIs continuously.	1	2	3	4	5
9. Commitment of employees to achieve results is high.	1	2	3	4	5
10. There is a well-developed framework of clear performance measurement and targets to drive what we do.	1	2	3	4	5
Supervisory Support					
11. My immediate supervisor is effective in making decisions.	1	2	3	4	5
12. My immediate supervisor knows what is going on in my work group.	1	2	3	4	5
13. My supervisor strongly considers my goals and values.	1	2	3	4	5
14. My supervisor shows very little concern for me.	1	2	3	4	5
15. My supervisor cares about my well-being.	1	2	3	4	5
16. My immediate supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.	1	2	3	4	5

17. My immediate supervisor establishes plans and work objectives with me.	1	2	3	4	5
18. My immediate supervisor gives me clear instructions.	1	2	3	4	5
Organization Productivity					
19. Performance management integrates the goals of individuals with those of the firm.	1	2	3	4	5
20. Performance management is an essential tool in the management of firm culture.	1	2	3	4	5
21. The performance management system allows my company to clearly communicate key performance strategies and goals across the entire organization.	1	2	3	4	5
22. There is strategic alignment throughout the organization.	1	2	3	4	5
23. Performance management highlights the performance gaps in the organization.	1	2	3	4	5
24. Performance management engages the employees thus resulting into increased organizational productivity.	1	2	3	4	5
Employee Engagement					
25. Promotions in my organization are based on merit.	1	2	3	4	5
26. Recognition and rewards are based upon performance.	1	2	3	4	5
27. The training needs of the employees are assessed.	1	2	3	4	5
28. I am given a real opportunity to improve my skills in my organization.	1	2	3	4	5
29. My work directly contribute to the overall success of the organization.	1	2	3	4	5
Employee Turnover Intention					
30. My job inspires me.	1	2	3	4	5
31. My ideas and opinions count at work.	1	2	3	4	5
32. I will probably look for another job in a different company next year.	1	2	3	4	5
33. I will take all the possible steps during next year to secure a job at a different company.	1	2	3	4	5
34. The current job is satisfying your personal needs.	1	2	3	4	5
35. Your job allows you to achieve your personal work-related goals.	1	2	3	4	5
36. I look forward to another day at work.	1	2	3	4	5

1st Half Semester Progress Report

Name of Student(s)	Ali Ajaz Janjua
Enrollment No.	01-321202-024
Thesis/Project Title	Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee turnover intention: Mediation by Supervisor support

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	11-4-2022	University	Topic of the research	
2	18-4-2022	University	Questionnaire	
3	25-4-2022	University	Framework and Hypothesis	
4	13-5-2022	University	Research Questions/ Objectives	

Progress Satisfactory

Progress Unsatisfactory

Remarks: _____



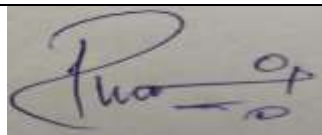
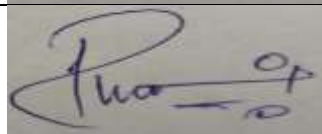
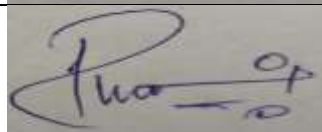
Signature of Supervisor: _____ Date: 26-06-2022

Name: **Dr. Sumera Iqbal**

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Ali Ajaz Janjua
Enrollment No.	01-321202-024
Thesis/Project Title	Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee turnover intention: Mediation by Supervisor support

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	20-5-2022	University	Literature Review	
6	27-5-2022	University	SPSS data entry	
7	16-6-2022	University	Thesis Discussion	

APPROVAL FOR EXAMINATION

Candidates' Name: Ali Ajaz Janjua, Enrollment No: 01-321202-024

Project/Thesis Title: **“Impact of Performance Management on Organizational Productivity, Employee Engagement and Employee turnover intention: Mediation by Supervisory support”**

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at **19%** that is within the permissible limit set by the HEC for thesis/project MBA/BBA. I have also found the thesis/project in a format recognized by the department of Business Studies.



Signature of Supervisor: _____ Date: 26-06-2022

Name: **Dr. Sumera Iqbal**

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