

**Impact of employee well-being and job satisfaction on employee retention:
The Mediating Role of Employee Turnover Costs in Telecom Sector of
Pakistan**



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Spring 2023

Majors: HRM

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Impact of employee well-being and job satisfaction on employee retention: The Mediating Role of Employee Turnover Costs in Telecom Sector of Pakistan

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In conclusion, I am deeply grateful to everyone who has played a role in this research project, and I hope that this study gives organizations insightful information and suggestions to improve the well-being of their employees. retention in the Pakistan's Telecom Sector.

Dedication

The thesis work is wholeheartedly dedicated to my parents who have been my source of love and inspiration without fail. Your sacrifices and confidence in me have strengthened my resolve to accomplish my goal.

To my friends, whose eternal support and understanding have made my trip joyful and comical. The difficult times have been easier to handle, and the victories have been more satisfying because of your presence.

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May this thesis serve as a tribute to the incredible network of support that has surrounded me.

Abstract

This study's objective is to investigate the impact of wellbeing of employee and satisfaction of job on retention of employees in the Telecom sector in Pakistan, with the mediating role of employee turnover costs. A quantitative technique was used as the research strategy for this investigation, utilizing a self-administrated survey to collect data from a sample of 101 middle level managers who have worked for at least one year in their respective organizations in the Pakistan's Telecom Sector. Structural Equation Modelling (SEM) was used to examine the wellbeing of employees, satisfaction of job, employee turnover costs, and retention of employees. According to the study's findings, satisfaction of job and wellbeing of employee both significantly increase the likelihood that workers stay on the job. Additionally, it was discovered that employee turnover costs moderate the relationship between work satisfaction, staff retention, and wellbeing of employee. These results indicate that enhancing employee happiness and well-being may assist in decreasing turnover costs, and also enhance staff retention. This research also emphasizes the significance of wellbeing of employee as well as satisfaction of job as key factors in retaining employees in the Telecom sector in Pakistan. These findings have important management implications and policy makers in the Telecom sector in Pakistan. Organizations can get lower staff turnover costs and increase retention of employees by putting their employees' well-being and job happiness first. This boost overall performance and the industry's competitiveness.

Keywords: Employee wellbeing, management implications, policy makers, employee retention, work satisfaction, employee turnover costs and industry competitiveness.

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Chapter 1:

Introduction

1.1 Background of study

Retention of employees undergoes becoming a major challenge for organizations worldwide, especially in the context of the rapidly changing business environment. A growing body of literature has identified the wellbeing of employee and satisfaction of job as crucial factors that influence retention of employees. Research studies have consistently shown that organizations that prioritize wellbeing of employee and satisfaction of job experience higher levels of retention of employees, resulting in improved organizational performance and competitiveness (Harter et al., 2020; Faez et al., 2021).

Furthermore, employee turnover costs have been identified as a significant factor that affects the retention of employees. Employee turnover costs include direct and indirect costs associated with the loss of an employee, such as recruitment costs, training costs, and productivity losses. Therefore, understanding the arbitrator's involvement in employee turnover costs in the connection between wellbeing of employee, satisfaction of job, as well as retention of employees is crucial for organizations to devise effective retention of employee's strategies (Kurdi et al., 2020).

In the context of Pakistan's telecom sector, which is highly competitive and rapidly evolving, retention of employees is a significant concern for organizations. While research on retention of employees in Pakistan's Telecom industry is limited, previous research has emphasized the importance for wellbeing of employee and satisfaction of job for retention of employees in various industries (Alrazehi et al., 2021; Al Mashrafi et al., 2020). Therefore, this study aims to look into the effects of wellbeing of employee as well as satisfaction of job on retention of employees in the sector of Telecom in Pakistan, while also exploring the mediating role of employee turnover costs.

Numerous studies have demonstrated a favorable association between wellbeing of employee, satisfaction of job, and retention of employees in various industries (Alrazehi et al 2021; Al-Ali, W. et al., 2019; Pratama, E. N et al 2022). However, there is a dearth of research specifically focused on the Pakistan's Telecom Sector. The goal of this study is to close this gap by examining the connection between staff development, satisfaction of job, and retention of employees within

the Pakistan's Telecom Sector, while also investigating the mediatory function of employee turnover costs.

The inclusion of the mediating role of employee turnover costs is vital in understanding how organizations can mitigate the impact of employee turnover on their operations (Weideman, et al 2020). Employee turnover costs encompass financial and operational expenses associated with employee turnover, such as recruitment, training, and lost productivity. High employee turnover costs can adversely affect organizational performance, leading to decreased profitability and competitiveness. Therefore, by exploring the mediating role of employee turnover costs, this study intends to provide valuable insights into reducing turnover-related expenses and improving retention of employees in the Pakistan's Telecom Sector.

This study seeks to establish a valuable participation in the current body for research by examining the connections between wellbeing of employee, satisfaction of job, and retention of employees, specifically in the Pakistan's Telecom Sector. Its primary objective is to investigate the interconnections between these factors and shed light on their significance in influencing the retention of employees. By exploring these dynamics, the study endeavors to provide unique insights into the Pakistan's Telecom Sector, enabling organizations to better understand and address the key factors that impact retention of employees effectively. The findings inform organizational policies and practices aimed at enhancing retention of employees and managing the costs associated with employee turnover, ultimately benefiting the Pakistan's Telecom Sector (Zhang et al, 2022).

1.2 Research Problem

The issue with the study is derived from the current body of literature on retention of employees, well-being, and satisfaction of job within the Pakistan's Telecom Sector. Previous studies have highlighted the challenges faced by organizations in retaining their skilled workforce in this industry (Younis, et al 2021; Butt, et al., 2021; Moten, et al., 2019). The detrimental effects of turnover of employees on organizational performance and competitiveness has also been widely recognized (Hayajneh et al., 2021; Shaikh et al., 2020).

Moreover, the significance of wellbeing of employees and satisfaction of job in retention of employees has been well-documented in previous research (DiPietro et al., 2019; Ghasempour et al., 2020; Suryawan et al., 2021). However, there is a scarcity of studies investigating the mediating factor of employee turnover costs. As a result, this paper intends to fill the gap by exploring the effects of wellbeing of employees and employment satisfaction and retaining talent while also examining the mediating role of employee turnover costs within the Telecom sector in Pakistan.

1.3 Purpose of the research

This thesis's objective is to examine the correlation between well-being of employee, satisfaction of job, and retention of employees within the Telecom sector in Pakistan. The study seeks to investigate the effect of wellbeing of employee as well as satisfaction of job on retention of employees while exploring the potential mediating role of employee turnover costs. Through this research, valuable insights is gained regarding the factors influencing retention of employees in the Pakistan's Telecom Sector, as well as effective strategies for reducing employee turnover. This research intends to participate to the existing knowledge on retention of employees, particularly in the Telecom sector in Pakistan, and provide practical recommendations for policymakers, managers, and other industry stakeholders.

The primary goal of this study is to offer actionable recommendations for organizations operating in the Pakistan's Telecom Sector to enhance retention of employees. This is achieved by focusing on improving the wellbeing of employees and satisfaction of job while simultaneously minimizing employee turnover costs. The insights gained from this research also make a valuable contribution to the sum of knowledge already available on retention of employees within the Telecom sector in Pakistan. The study may also provide insights into how organizations can effectively manage employee turnover costs to improve retention of employees and organizational performance.

1.4 Research Objectives

The objectives of this study are:

- To investigate the impact of wellbeing of employee on retention of employees in the Pakistan's Telecom Sector.
- To examine the impact of satisfaction of job on retention of employees in the Pakistan's Telecom Sector.
- The objective of this study is to examine the mediating role of employee turnover costs in the association between wellbeing of employee and retention of employees within the Pakistan's Telecom Sector.
- The purpose of the study is to explore the mediating role of employee turnover costs in the interconnection between satisfaction of job and retention of employees in the Pakistan's Telecom Sector.

1.5 Research Questions

The following are the inquiry that this study address:

- What is the impact of wellbeing of employee on retention of employees in the Telecom sector in Pakistan?
- What is the impact of satisfaction of job on retention of employees in the Telecom sector in Pakistan?
- What is the mediating role of employee turnover costs in a interconnection between wellbeing of employee and employee's retention in the Telecom sector in Pakistan?
- What is the mediating role of employee turnover costs in the interconnection between satisfaction of job and employee's retention in the Telecom sector in Pakistan?

1.6 Study Importance

The study's importance rests in its ability to add to the to the canon of writing already available on retention of employees, satisfaction of job, wellbeing of employee, and employee turnover costs. Previous studies have shown the importance of these factors in retention of employees in different industries (Younis et al2021; Butt et al., 2021). However, Little research has been done on the mediating role of employee turnover costs in an interconnection between wellbeing of employee and satisfaction of job and retention of employees in the Pakistan's Telecom Sector.

The study's findings give practical information about the elements that influence retention of employees as well as the impact of wellbeing of employees and satisfaction of job on this interconnection. The Pakistani telecom sector's organizations can benefit from these insights. and other sectors facing similar challenges in retaining employees develop effective strategies to improve retention of employee rates and lessen employee turnover costs. The study's results can also inform policy decisions and contribute to the development of employee-friendly policies and practices that support wellbeing of employee and satisfaction of job.

The study's findings may significantly affect future field research of retention of employees, satisfaction of job, wellbeing of employee, and employee turnover costs. The study's results can act as a foundation for future work in this area and contribute to the development of theoretical frameworks and models that explain the complex interconnections between these factors.

1.7 Scope of the Study

The analysis is narrowly focused on the Pakistani telecom industry, but the conclusions are transferable to other sectors that have comparable difficulties in staff retention. The study's primary objective is a thorough investigation of the variables affecting employee retention in Pakistan's telecom sector, with a particular emphasis on the effects of wellbeing of employee and satisfaction of job on retention. Additionally, the study investigates the mediating role of employee turnover costs. By doing so, this research contributes to the existing body of literature on retention of employees, wellbeing of employee, satisfaction of job, and employee turnover costs within Pakistan's telecom sector.

The study employs quantitative research techniques, primarily utilizing survey methodology of research. A comprehensive survey questionnaire is developed to collect data from telecom managers in Pakistan. The questionnaire is carefully designed to assess various aspects including wellbeing of employee, satisfaction of job, employee turnover costs, and retention of employees. By involving employees from diverse organizations within the telecom sector in Pakistan, the study aims to provide a thorough comprehension of retention of employees challenges prevalent in the industry. The insights derived from the study's findings can be utilized to formulate strategies that enhance wellbeing of employee and satisfaction of job, leading to improved retention of employee's rates and reduced costs associated with employee turnover in Pakistan's telecom sector.

The study's drawbacks include its cross-sectional structure, which might make it harder for the study to determine causality. Additionally, study only focus on the Pakistan's Telecom Sector, limiting generalizability of findings to other sectors or countries. The study's findings may also be affected by elements like social desirability bias and common method variance.

1.8 Organization of thesis

The thesis is structured into five distinct chapters. In Chapter 1, an introduction to the study is provided, encompassing the background information, research problem, purpose a clear summary of the thesis, the significance of the study, the scope of the investigation, the limits, the research aims, and the research questions. Chapter 2 is dedicated to a comprehensive literature review, exploring the existing body of knowledge on wellbeing of employee, satisfaction of job, retention of employees, and employee turnover costs. Chapter 3 focuses on describing the study's methodological approach and research strategy, encompassing details regarding the data collection process and analysis methods employed. Moving forward, Chapter 4 presents the study's findings, incorporating the outcomes of the regression analysis conducted and highlighting the mediating role of employee turnover costs. Lastly, Chapter 5 serves as the concluding chapter, summarizing the main findings of the thesis, discussing the implications for practical applications, and offering suggestions for additional investigation endeavors in this area.

Chapter 2:

Review of Literature

2.1 Introduction

This chapter encompasses a comprehensive review of the existing paper on well-being of employee, work satisfaction, retention of employees, and employee turnover costs. It commences with a thorough examination of the definitions and conceptual framework associated with the research topic. The review explores and synthesizes the key findings, methodologies, and theoretical perspectives employed in these studies. By a synopsis of the chapter's main points crucial insights gained from the literature review is provided, accompanied by a discussion of their relevance and implications for the present study.

2.2 Definitions and Concepts

The wellbeing of an employee pertains to the condition of being in good health, experiencing happiness, and feeling satisfied within the work environment. It encompasses various facets such as physical, mental, and emotional well-being, along with a sense of purpose and belonging. Satisfaction with a job, on the contrary, relates to an employee's overall outlook and sentiment towards their job, reflecting the degree of fulfilment and satisfaction they derive from it. retention of employees refers to the capacity of an organization to retain its workers for a specified duration, emphasizing the ability to retain talent and maintain a stable workforce. Employee turnover costs encompass the financial and non-financial ramifications associated with employee attrition, covering expenses incurred in recruiting, selecting, and training new employees, as well as the intangible losses of knowledge, experience, and team morale. Revising it in this way provides a clearer understanding of each concept.

2.3 Previous Research literatures

2.3.1 Wellbeing of employee and Job satisfaction

Numerous studies have looked at the connection between an employee's well-being and job happiness. For instance, a study conducted in China by Gong et al. (2020) found a positive relationship between job satisfaction and employee well-being that was mediated by work engagement. 547 employees working in diverse industries were surveyed as part of the study's cross-sectional design. Collectively, this research shows that improving employee well-being is essential for raising job satisfaction and organizational productivity. The authors of this study, Faragher, E. B., Cass, and Cooper, (2005), performed a thorough meta-analysis on the data from 485 different samples. The researchers discovered a strong correlation between total employee wellness and job satisfaction. The results showed that workers who were happier in their jobs tended to be in better mental and physical health. This shows that a worker's welfare in many different areas is significantly influenced by their level of job satisfaction. Bono, J. E., Judge, T. A., Thoresen, C. J., & Patton (2001): The purpose of this meta-analysis was to better understand the association between work satisfaction and subjective wellbeing by looking at 312 separate samples. The results showed a weakly positive association between subjective wellness and job satisfaction. This shows that workers who expressed higher levels of job satisfaction were also more likely to report higher levels of general subjective wellbeing, which includes a variety of variables like life satisfaction, pleasure, and positive affect.

In a study, De Neve, J. E., and Oswald, A. J. (2012) investigated the relationship between life satisfaction and job satisfaction. Over 200,000 people's data from different countries were analysed by the researchers. The results revealed a significant positive correlation between life satisfaction and job satisfaction. In other words, people who expressed higher levels of job satisfaction were more likely to be happier in general. This suggests that an individual's overall happiness and life satisfaction are strongly influenced by their employment. According to Warr, P., et al. (1979), the goal of their study was to determine whether job satisfaction and mental health are related. The researchers examined data from various industries and job types. The findings indicated that higher levels of job satisfaction were associated with lower levels of psychological distress and better mental well-being. This shows that workers who are happier at work have higher overall mental health and have fewer negative psychological effects.

Numerous studies have also demonstrated the factors, such as the quality of work life, that affect employees' welfare and job satisfaction. Walton (1973) asserts that the quality of work life is crucial for upholding the human values that have been overlooked in favor of economic and technological advancement. Work-life balance is recognized as one of the key elements of quality of work life. Work-life balance has received a lot of creative methods thus far. Denton (1993), for instance, looked at the idea of "Flextime," which he claimed required cautious and methodical application and would lead to higher productivity and employee morale. Like this, Bencivenga (1995) emphasizes in his study how crucial the "compressed week" is as a work-life intervention that fills a gap in HR. Businesses now have a brand-new justification for smiling staff. There is a plenty of research on this topic that shows that work-life balance initiatives can have a very positive return on investment. Work life balance policies adopted by an organization pay out in the form of maintained human capital (Deery, 2008). Rose et al. (2006) used various relational research methods to ascertain the association between career-related characteristics and quality of life. It implies that people are happier when their careers give them more power, status, and financial security. Career satisfaction, career achievement, and career balance are the important predictor variables in predicting quality of work life in organizational climate. According to the study, there is a strong link between ambition and career success, and both career advancement and quality of work life are influenced by how individuals engage with one another inside an organization. In addition, the quality of the working environment is evaluated for financial benefits. Investing in one's quality of work life has a new relationship with financial performance, according to a 2007 study by Ballou and Godwin. Their research yielded two key conclusions: the first examined the reasons why businesses should invest in improving employee satisfaction; the second focused on enhancing the quality of the working environment. A list of common benefits, such as childcare resources, career counselling, elder care, etc., is provided.

2.3.2 Wellbeing of employee and retention of employees

The link between employee well-being and retention has been the subject of numerous research. After conducting a study in China, Ashraf et al. (2020) discovered that when workers had higher levels of wellbeing, which include things like work-life balance, or the harmony between an employee's work obligations and personal commitments, and job security, or the degree of assurance workers have regarding the stability and continuity of their employment, then this led towards higher retention of employees.

Moreover, Ashraf et al. (2020) emphasized that a supportive work environment refers to a workplace culture that promotes respect, inclusivity, effective communication, collaboration, and supportive relationships between coworkers and supervisors. Opportunities for growth denote the availability of career development initiatives, such as training programmes, mentorship opportunities, and advancement opportunities. As a result, there was an uptick in employee retention since people were more inclined to stay engaged to the company and have better retention intentions. In the Netherlands, Han et al. (2020) conducted research and discovered a favorable relationship between employee wellbeing and retention, which was mediated by workplace resources including social support and work-life balance. Social support is the availability of help, inspiration, and direction from superiors, coworkers, and the network of the organization. The concept of work-life balance refers to finding a good balance between obligations in one's professional and personal lives. In a study done in South Korea in 2019, Ohunakin et al. found a positive relationship between employee wellbeing and retention, which was moderated by job satisfaction and organizational commitment. While organizational commitment relates to an individual's emotional attachment and loyalty to the organization, work satisfaction refers to the level of happiness and fulfilment that person experiences in their employment. Similar research was conducted in China by Arasanmi, et al. (2019), which showed a substantial link between employee welfare and retention, which was mediated by perceived organizational support. Collectively, these studies suggest that organizations can support their staff members by fostering a positive work environment, offering chances for development and work-life balance, improving communication and feedback, recognizing employee contributions, providing resources for well-being, encouraging autonomy and empowerment, fostering work relationships, and routinely

gauging employee satisfaction and engagement. Employers may improve the well-being, contentment, and retention of their workforce by putting these principles into practice.

2.3.3 Satisfaction of job and retention of employees

The relationship between job happiness and employee retention has been well studied. An investigation by Garca-Rodriguez, et al. (2020) in China found a link between work satisfaction and employee retention, with organizational commitment serving as a mediating factor. Organizations can improve employee retention by developing job satisfaction and encouraging a sense of dedication and loyalty to the company. Job satisfaction and organizational commitment can be influenced by elements including providing meaningful work, providing opportunity for development and progress, creating a supportive work environment, and treating everyone fairly. A unique investigation was carried out in Hong Kong by Kurniawaty et al. The study emphasizes how crucial perceived organizational support is in mediating the link between work satisfaction and employee retention. Organizations can improve job satisfaction by fostering a caring and supportive work environment, which eventually results in better rates of employee retention. The perception of organizational support and job satisfaction can be influenced by elements including fair treatment, honest communication, chances for learning and development, and support for a work-life balance. This relationship has also been the subject of other investigations in recent years. For instance, Nguyen et al. (2020) did a study in India that highlighted job satisfaction as a key indicator of employee retention, especially in the information technology industry. Job satisfaction is crucial for employee retention in the context of the information technology industry. Job satisfaction in this business is influenced by elements like interesting and demanding work, chances for skill development and progress, competitive pay, work-life balance, supportive management, and a positive work culture. Research by Yang et al. (2019) in Malaysia revealed a favorable relationship between job satisfaction and employee retention that was mediated by job embeddedness. To explain the relationship between job satisfaction and employee retention, the study emphasizes the significance of job embeddedness as a mediator. Organizations can improve job happiness, which eventually results in higher levels of employee retention, by encouraging job embeddedness. Strong social networks inside the organization, a healthy organizational culture, chances for advancement, a sense of belonging, and conformity with the organization's ideals are all factors that affect job embeddedness. An investigation by Zhang et al. (2020) in Taiwan found

a link between job satisfaction and employee retention, with employee engagement serving as the mediating factor. To explain the relationship between work satisfaction and employee retention, the study emphasizes the significance of employee engagement as a mediator. Organizations can improve work satisfaction and hence increase staff retention by boosting employee engagement. A favorable work environment, chances for growth and development, supportive management, recognition and awards, and meaningful work are all factors that affect employee engagement. Companies that address these mediating elements are likely to see lower turnover rates and longer tenures for their prized personnel.

2.3.4 Employee Turnover Costs

The direct financial implications of personnel turnover in the telecom business were emphasized by Singh et al. (2018). These cover the costs related to hiring such as posting job positions, holding interviews, and choosing candidates. As businesses spend money on hiring new employees and giving them the training, they need, training expenditures play a big role. The financial burden of turnover costs is also increased by lost productivity during the interim when a position is vacant or being replaced by a new employee. The financial resources and budget of an organization are immediately impacted by these direct costs. Gupta and Sharma (2017) focused on indirect financial issues as they investigated the connection between organizational effectiveness and personnel turnover costs in the telecom industry. They include lower client satisfaction brought on by employee turnover, which can result in lower sales and profitability. Additionally, the loss of experienced workers can alter team chemistry, add to the strain of the remaining staff, and necessitate more funding for the training of new personnel. These unrelated expenses can have a long-term negative financial impact on the company and add to the overall costs of staff turnover. Chen and Huang (2016) investigated non-financial factors affecting telecom industry turnover costs. They discovered that high turnover costs are significantly influenced by low job satisfaction. Employee turnover costs may increase if unhappy workers are more prone to look for other employment possibilities. Another non-financial aspect impacting turnover costs is organizational commitment. Lower levels of commitment among employees increase the likelihood that they will leave the company, raising the expense of hiring and training new employees. It's imperative to address these non-financial issues if you want to lower turnover costs and boost staff retention. In the telecom industry, Khatibi et al. (2015) looked at the effect of turnover costs on customer

satisfaction. They discovered that high turnover costs may have a negative impact on client satisfaction. Customers may get unsatisfied when employees depart since it may undermine service continuity and quality. Customers' perceptions of the organization's dependability may be affected by delays, discrepancies, or less support. Customer churn, financial losses, and reputational damage can all be brought on by low customer satisfaction. For maintaining high levels of customer satisfaction, reducing turnover costs becomes essential. In the telecom industry, turnover costs are influenced by extra financial elements that have been found by Alshmemri et al. (2014). These include the costs associated with finding, interviewing, and recruiting new staff. The financial load is also increased by severance payments made to departing employees. The administrative costs connected to handling paperwork, conducting exit interviews, and engaging in offboarding procedures also add to the overall financial impact of turnover costs. These monetary aspects have a direct impact on an organization's financial statements and budget allocation, necessitating efficient management and cost-cutting tactics for turnover. According to Cappelli et al. (2017), a thorough examination of turnover costs in the telecom sector and comparisons with costs in other industries were done. They discovered that, in comparison to other industries, the telecom sector often has greater turnover costs. This is mainly because workers in this area need to have specialized skills and knowledge particular to their industry. Both in terms of recruitment costs and the possible loss of organizational knowledge and skills, replacing highly qualified workers can be expensive. Due to the special peculiarities of the telecom industry, customized measures are required to efficiently manage and lower turnover costs.

2.6 Conceptual Framework

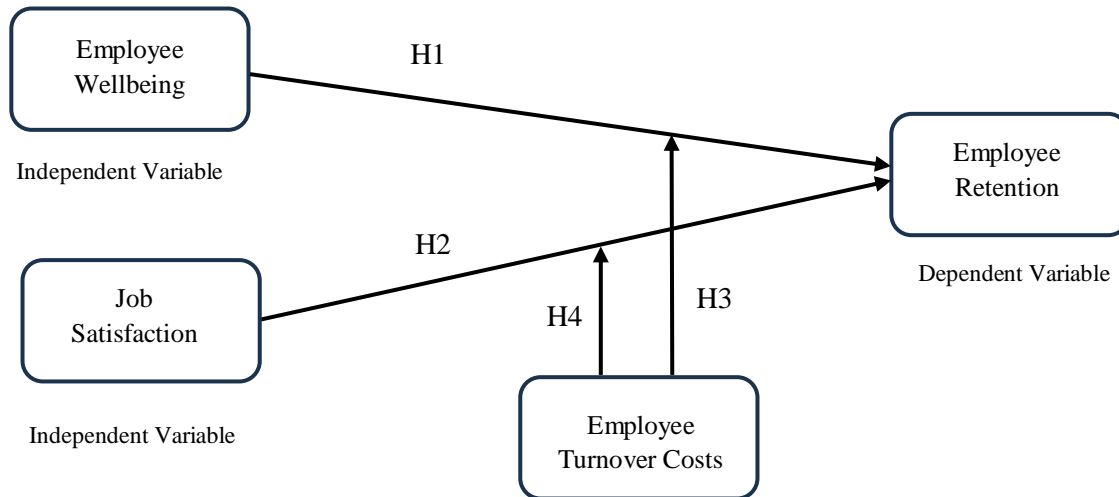


Figure 1.1

2.7 Research Hypothesis

H1: Employee Wellbeing has a positive impact on productivity performance.

H2: Job Satisfaction has a positive impact on productivity performance.

H3: Employee turnover costs have a positive impact as mediating variable between employee wellbeing and employee retention.

H4: Employee turnover costs have a positive impact as mediating variable between job satisfaction and employee retention.

2.5 Implications for the Present Study

The literature review offers valuable insights into the interconnection between wellbeing of employee, satisfaction of job, retention of employees, and employee turnover costs. These findings have important implications for the current research study, which aims to examine the impacts of a well-being program on employee satisfaction of job, retention, and turnover costs.

First, the literature suggests that implementing a well-being program can positively influence employee satisfaction of job and retention. By prioritizing wellbeing of employee, Companies might establish a work environment that enhances satisfaction of job and commitment, leading to decreased turnover rates.

Second, the literature highlights the significance of job resources like autonomy and social support in mediating a interconnection between wellbeing of employee and satisfaction of job. Therefore, it is advisable for the present study to consider incorporating these job resources into the well-being program to enhance its effectiveness in improving satisfaction of job and retention.

Third, the literature underscores the implications of turnover costs as a arbitrator in the connection in wellbeing of employee, satisfaction of job, and retention. The present study should assess the impact of the well-being program on turnover costs and determine whether it can result in substantial cost savings for the organization.

Chapter 3:

Methodology for Research

3.1 Introduction

The methodology of research dictates the gathering of data techniques, input analysis methods, and the type of inputs to be gathered. It also determines the sample size and the sampling technique to be employed. Within this chapter, each of these components is thoroughly discussed, elucidating their roles in achieving the research objectives.

Additionally, the significance of the research design in guaranteeing reliable, valid, and unbiased results is emphasized. The rationale behind selecting the specific research design is explained, highlighting its suitability for the study. Furthermore, the limitations of the methodology of research, which may affect the generalizability of the findings, also be addressed.

3.2 Nature (Type) of the Study

The present study adopts an explanatory research approach to investigate the interconnections among wellbeing of employee, satisfaction of job, employee turnover costs, and worker retention within the Telecom sector in Pakistan. Explanatory research is a type of inquiry aimed at elucidating the connections between variables and uncovering the reasons behind observed phenomena. In this study, explanatory research is employed to explore the associations between wellbeing of employee, satisfaction of job, employee turnover costs, and worker retention in the Telecom industry of Pakistan.

Explanatory research proves especially valuable when there is limited existing research on a specific topic or when the investigation seeks to establish novel interconnections between variables. Quantitative data collection and analysis methods, such as surveys, experiments, or statistical analyses, are typically utilized in this type of research. Accordingly, for this study, employing a survey questionnaire is a fitting means of gathering data pertaining to wellbeing of employee, satisfaction of job, employee turnover costs, and worker retention.

Ultimately, the explanatory nature of this study contributes to a comprehensive comprehension of the interplay between wellbeing of employee, satisfaction of job, employee turnover costs, and worker retention within the Telecom sector in Pakistan. Such an understanding empowers organizations to formulate strategies aimed at enhancing the wellbeing of employee and satisfaction of job, consequently fostering greater worker retention and diminished employee turnover costs.

3.3 Research Design

Chosen research study design for this study is cross-sectional, which permits the collection of data from employees within the Telecom sector in Pakistan at a specific moment in time. This design facilitates the investigation of the associations between wellbeing of employee, satisfaction of job, and retention of employees, as well as the mediating influence of employee turnover costs. Although the cross-sectional design has limitations in establishing causality, the study employs statistical techniques to explore potential causal interconnections and account for any confounding variables. In summary, the cross-sectional design is well-suited to achieving the objectives of this study, which focus on comprehending and enhancing retention of employees.

3.4 Research Procedure

The research procedure in this study consists of several key steps. Firstly, a thorough analysis of the literature is conducted to identify relevant constructs and measures, providing a solid foundation for the study. Secondly, research hypotheses are formulated, and appropriate designs and methods are chosen to address the objectives of the study. Thirdly, data collection involves administering questionnaires to managers working in the Pakistan's Telecom Sector. These questionnaires gather information on well-being, satisfaction of job, turnover costs, and retention. The collected information is then analyzed using both descriptive and inferential statistical methods. Means and standard deviations are examples of descriptive statistics, and frequencies, are utilized to compile the information. Inferential statistics, such as regression and correlation analysis, and structural equation modelling, are employed to examine interconnections and test hypotheses. Lastly, conclusions are drawn from the findings, and recommendations are presented in Chapter 5. The research procedure is structured and systematic, ensuring the collection of reliable and valid data, as well as the production of accurate and robust results.

3.5 Instruments and Scales

The study has meticulously selected appropriate instruments and scales to measure the constructs of interest within the Pakistan's Telecom Sector. The questionnaires have been thoughtfully designed to gather the necessary data on the wellbeing of employees, satisfaction of job, employee turnover costs, and retention of employees.

For assessing the wellbeing of employee, the study employ the validated five-item Well-Being Index (WHO-5) developed by the World Health Organization (WHO). This index has demonstrated reliability in previous research as a measure of well-being. The satisfaction of job Survey (JSS), a widely recognized and validated scale, has been utilized to measure satisfaction of job. To quantify employee turnover costs, the study has adopted the instrument developed by Cascio (2003), which encompasses direct and indirect costs associated with employee turnover.

In terms of measuring retention of employees, the study has employed the scale created by Allen and Meyer (1990). This scale evaluates the extent to which employees' express intentions to remain with their current employer.

3.6 Pilot Study

A pilot study is accumulated using a small yet representative sample of managers from the telecom sector in Pakistan. These participants are randomly selected based on the research of the study's criteria.

The primary objective of this pilot study is to examine the questionnaire's validity and reliability. Validity is assessed by examining the extent to which the questionnaire accurately measures its intended constructs. Reliability is evaluated by analyzing the consistency of participant responses. The pilot study identifies any potential issues with the questionnaire's wording, format, or length.

Additionally, the pilot study aid in determining an appropriate sample size for the main study. Although the pilot study's sample size is relatively small, and its results may not represent the larger population, it provides insights into the data variance, which can inform the calculation of an appropriate sample size for the main study.

3.7 Population and Sampling

3.7.1 Dimensions of Populations

The target population for this study comprises middle-level managers from various departments, including sales, customer service, technical support, and management, within the Pakistan's Telecom Sector. The exact size of the population is unknown but estimated to be several thousand employees. The population is homogeneous concerning the variables under investigation, namely wellbeing of employee, satisfaction of job, retention of employees, and employee turnover costs.

The study specifically concentrates on employees(middle level manager) who have a minimum work experience of one year within their respective organizations. This criterion ensures that participants have sufficient exposure to the organizational culture and work environment. Additionally, it ensures that respondents have a clear understanding of their job responsibilities, thereby increasing the likelihood of providing accurate responses.

To ensure adequate representation, the population is stratified based on job roles such as frontline staff, middle management, and senior management. This stratification allows for proportional sampling, ensuring that each job role is adequately represented in the sample, thereby enhancing the representativeness of the findings for the entire population.

This should be kept under considerations that study's population is limited to employees in the Pakistan's Telecom Sector. Consequently, the generalizability of the results to other sectors and countries may be affected. However, this restriction is necessary to maintain the study's focus and achieve its specific research objectives.

3.7.2 Targeted Population

The target population for this research study consists of middle-level managers in the Pakistan's Telecom Sector who have a minimum of one year of experience in their respective organizations. The Questionnaire was floated among 230 middle level managers These individuals are specifically chosen because of their firsthand experience in the Telecom industry, making them knowledgeable about the wellbeing of employees, satisfaction of job, employee turnover costs, and retention of employees.

3.8.3 Sampling Technique

In this study, convenience sampling is used for the employees (middle Managers) from the Pakistan's Telecom Sector (Ufone, Zong, Warid, Telenor) who meet the criteria of having at least one year of experience in their organizations is approached and invited to take part. The questionnaires were distributed to employees via Mail. However, Noteworthy is the fact that convenience sampling has limitations as it may introduce bias and may not provide a sample of representative of the targeted population. Nonetheless, this sampling approach is chosen for its practical and cost-effectiveness, considering the time and resource constraints of the study. The sample size is based on the minimal sample size necessary for the statistical analysis of the collected data.

3.7.4 Sample Size

In this study, A power analysis is used to estimate the sample size and takes into consideration factors such as effect magnitude, statistical power, and alpha level.

Effect size refers to the strength of the interconnection between the variables being investigated. A larger effect size requires a smaller sample size to achieve statistical significance. The alpha level, typically set at 0.05, represents the acceptable likelihood of achieving a Type I error. Statistical power, usually set at 0.80, indicates the probability of correctly rejecting the null hypothesis when it is false.

Based on previous research in similar areas and assuming a medium effect size, a G*Power software is used for power analysis has found that a minimal sample size of 101 middle-level managers in the Pakistan's Telecom Sector is needed to reach a power of 0.80 at a 0.05 alpha level.

3.8.5 Sampling Framework

The sampling framework involves a systematic process for selecting the sample from the population. The eligible employees who meet the inclusion criteria, such as having a minimum of one year of professional experience in their respective organizations, is selected.

Once the organizations and eligible middle-level managers are identified, the sample is chosen using convenience sampling. This method entails selecting individuals who are eager to participate

and are available. The researcher may employ various approaches, such as sending emails or distributing questionnaires in person, to engage potential participants.

To ensure the sample's representativeness, random sampling is employed within each organization. This involves selecting participants from different departments or job positions to capture a diverse representation of the population. The number of samples is chosen through a power analysis that takes into consideration the expected effect size, significance level, and statistical power required for the study. A minimum sample size of 100 has been determined, providing adequate statistical power to test the study's hypotheses.

Chapter 4:

Data Analysis

4.1 Introduction

This section of the research study examines the data collected from middle managers in the Pakistan's Telecom Sector, focusing on the interplay between wellbeing of employee, satisfaction of job, and retention of employees, with employee turnover costs serving as a mediator.

The chapter outlines its structure, research objectives, and methodology. Data analysis involves using means and other descriptive and inferential statistical methods, frequencies, correlations, and regression analysis. The conclusions drawn from the analysis are supported by relevant previous studies, highlighting notable patterns, trends, and implications. Key findings, implications, and recommendations for participating organizations are presented in the chapter, emphasizing the contextual nature of the study.

Ultimately, the chapter intends to clarify the dynamics of Pakistan's Telecom Sector and contribute to both theoretical understanding and practical strategies for enhancing retention of employees and work environments.

4.2 Scheme of Analysis

This section present the analysis framework, which outlines the order in which the data analysis and discussion is presented. The analysis is structured in a systematic manner to ensure clarity in understanding the findings. A summary of the reporting sequence for each research objective and hypothesis is provided in Table 1, followed by detailed explanations of the analysis process for each element in the subsequent subsections.

Table 1: Scheme of Analysis

Hypothesis	Data Analysis Technique	Variables Examined
Hypothesis 1: There is a significant interconnection between wellbeing of employee and retention of employees.	Regression analysis	wellbeing of employee, retention of employees
Hypothesis 2: There is a positive interconnection between satisfaction of job and retention of employees.	Regression analysis	satisfaction of job, retention of employees
Hypothesis 3: Employee turnover costs mediate a interconnection between wellbeing of employee, and retention of employees.	Regression analysis	wellbeing of employee, retention of employees, employee turnover costs
Hypothesis 4: Employee turnover costs mediate a interconnection between Job satisfaction and Employee retention	Regression analysis	Satisfaction of job, retention of employees, and employee turnover costs

4.3 Respondent Characteristics of telecom sector

This section of the research study presents the respondents profile of surveys, providing valuable information about their demographics and professional backgrounds. The respondent profile is crucial in assessing the representativeness of the sample and providing context for the subsequent data analysis.

4.3.1 Demographic Characteristics

The demographic characteristics of the survey of the telecom sector respondents offer insights into the diversity and composition of the sample. The following information is included:

- Gender: The survey received responses from both male and female managers.
- Age: The age range of the participants varied, spanning from 18 to 24 years to 55 years and more. The average age of the respondents is calculated using the available data.
- Educational Background: The respondents exhibited a diverse range of educational backgrounds, including bachelor's degrees, master's degrees, professional degrees, and doctoral degrees.
- Work Experience: The respondents' work experience ranged from 1 to 10 years and beyond. The average work experience is computed based on the data provided by the respondents in the Pakistan's telecom sector.

The presentation of the respondent profile aims to provide a comprehensive understanding of the individuals who took part in the survey. By sharing this information, the study's external validity and generalizability can be evaluated, while any potential sample biases or limitations can be acknowledged.

4.3.2 Survey Response Rate

This subsection discusses the response rate for the survey, which indicates the proportion of individuals who participated in the survey out of the total number approached. The response rate is an important measure for assessing the representativeness and reliability of the collected data.

The survey was distributed to 230 middle-level managers in the Pakistan's Telecom Sector, representing a diverse range of professionals from departments like operations, human resources, and marketing. Both male and female managers were included in the sample to ensure gender diversity.

Out of the 230 surveys distributed, 101 completed surveys were received. These completed surveys include responses from both male and female managers, providing a balanced representation of the middle-level managerial population in the telecom industry. Partially completed surveys were not included in the analysis.

The response rate can be calculated as follows: Response Rate = (Completed Surveys / Sample Size) x 100% Sample Size = 230 Response Rate = (101 / 230) x 100% ≈ 43.9%

The response rate of approximately 43.9% indicates a reasonable level of engagement and participation from the middle-level managers in the study. While a higher response rate would have been desirable, the collected data still holds value and provides insights into a interconnection between wellbeing of employee, satisfaction of job, and retention of employees in the Pakistan's Telecom Sector. Reporting the response rate ensures transparency and allows readers to evaluate the applicability of the conclusions to a larger population of middle-level managers in the industry.

4.4 Descriptive (Frequency, Mean, Mode, Variance and Standard Deviation)

Table 4.4.1: Statistics

		Employee wellbeing	satisfaction of job	Employee Retention	Employee turnover cost
N	Valid	100	97	98	99
	Missing	1	4	3	2
Mean		34.7000	35.2474	35.2755	35.5455
Std. Error of Mean		.17894	.19499	.17811	.16324
Median		35.0000	36.0000	36.0000	36.0000
Mode		36.00	36.00	36.00	36.00
Std. Deviation		1.78942	1.92045	1.76320	1.62426
Variance		3.202	3.688	3.109	2.638
Range		9.00	13.00	13.00	10.00
Maximum		39.00	40.00	40.00	40.00
Sum		3470.00	3419.00	3457.00	3519.00

- Employee Wellbeing: Mean score is 34.70, indicating moderate wellbeing with some variation among employees.
- satisfaction of job: Mean score is 35.25, indicating relatively high satisfaction of job with smaller variation.
- retention of employees: Mean score is 35.28, indicating relatively high retention of employees with similar variation as satisfaction of job.
- Employee Turnover Cost: Mean score is 35.55, suggesting moderate costs associated with turnover, with variability in costs incurred.

4.5 Frequency Analysis

Table 4.5.1: Employee Wellbeing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30	5	5	5	5
	31	3	3	3	8
	32	3	3	3	11
	33	8	7.9	8	19
	34	16	15.8	16	35
	35	28	27.7	28	63
	36	29	28.7	29	92
	37	6	5.9	6	98
	38	1	1.0	1	99
	39	1	1.0	1	100
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

- The most common employee wellbeing score is 36.00, with a frequency of 29, accounting for 28.7% of the valid responses. This indicates that a significant number of employees reported a wellbeing score of 36.00.
- The second most common score is 35.00, with a frequency of 28, representing 27.7% of the valid responses. This suggests that a substantial proportion of employees reported a wellbeing score of 35.00.
- The least common scores are 30.00, 31.00, 32.00, 38.00, and 39.00, with frequencies ranging from 1 to 5. These scores represent the lowest percentages of valid responses.

Table 4.5.2: Satisfaction of job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27.00	1	1.0	1.0	1.0
	30.00	1	1.0	1.0	2.1
	31.00	3	3.0	3.1	5.2
	32.00	3	3.0	3.1	8.2
	33.00	4	4.0	4.1	12.4
	34.00	12	11.9	12.4	24.7
	35.00	24	23.8	24.7	49.5
	36.00	31	30.7	32.0	81.4
	37.00	11	10.9	11.3	92.8
	38.00	4	4.0	4.1	96.9
	39.00	2	2.0	2.1	99.0
	40.00	1	1.0	1.0	100.0
	Total	97	96.0	100.0	
Missing	System	4	4.0		
Total		101	100.0		

- The most common valid response for the variable is 36.00, with a frequency of 31, representing 30.7% of the valid responses. This indicates that a significant number of participants reported a value of 36.00 for the variable.
- The second most common response is 35.00, with a frequency of 24, accounting for 23.8% of the valid responses. This suggests that a substantial proportion of participants reported a value of 35.00.
- The least common responses are 27.00, 30.00, 39.00, and 40.00, each with a frequency of 1. These responses represent the lowest percentages of valid responses.

Table 4.5.3: Retention of employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27.00	1	1.0	1.0	1.0
	30.00	1	1.0	1.0	2.0
	31.00	3	3.0	3.1	5.1
	32.00	1	1.0	1.0	6.1
	33.00	3	3.0	3.1	9.2
	34.00	13	12.9	13.3	22.4
	35.00	24	23.8	24.5	46.9
	36.00	37	36.6	37.8	84.7
	37.00	10	9.9	10.2	94.9
	38.00	4	4.0	4.1	99.0
	40.00	1	1.0	1.0	100.0
	Total	98	97.0	100.0	
Missing	System	3	3.0		
Total		101	100.0		

- The most common valid response for the variable is 36.00, with a frequency of 37, representing 36.6% of the valid responses. This indicates that a significant number of participants reported a value of 36.00 for the variable.
- The second most common response is 35.00, with a frequency of 24, accounting for 23.8% of the valid responses. This suggests that a substantial proportion of participants reported a value of 35.00.
- The least common responses are 27.00, 30.00, 32.00, and 40.00, each with a frequency of 1. These responses represent the lowest percentages of valid responses.

Table 4.5.4: Employee turnover cost

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30.00	2	2.0	2.0	2.0
	31.00	2	2.0	2.0	4.0
	32.00	3	3.0	3.0	7.1
	33.00	1	1.0	1.0	8.1
	34.00	6	5.9	6.1	14.1
	35.00	23	22.8	23.2	37.4
	36.00	44	43.6	44.4	81.8
	37.00	12	11.9	12.1	93.9
	38.00	4	4.0	4.0	98.0
	39.00	1	1.0	1.0	99.0
	40.00	1	1.0	1.0	100.0
		Total	99	98.0	100.0
Missing	System	2	2.0		
Total		101	100.0		

- The most common valid response for the variable is 36.00, with a frequency of 44, accounting for 43.6% of the valid responses. This suggests that a significant number of participants reported a turnover cost of 36.00.
- The second most common response is 35.00, with a frequency of 23, representing 22.8% of the valid responses. This indicates that a considerable proportion of participants reported a turnover cost of 35.00.
- The least common valid responses are 30.00 and 31.00, each with a frequency of 2. These responses have the lowest percentages of valid responses.

4.6 Factor Analysis

Table 4.6.1: Correlation Matrix

		Employee wellbeing	satisfaction of job	retention of employees	Employee turnover cost
Correlation	Employee wellbeing	1.000		.	
	satisfaction of job	.499	1.000		
	retention of employees	.327	.611	1.000	.
	Employee turnover cost	.382	.573	.662	1.000
Sig. (1-tailed)	Employee wellbeing		.000	.001	.000
	satisfaction of job	.000		.000	.000
	retention of employees	.001	.000		.000
	Employee turnover cost	.000	.000	.000	
a. Determinant = .238					

- The correlation coefficient between employee wellbeing and satisfaction of job is 0.499, indicating a moderate positive between the above-mentioned two variables. It implies that higher levels of wellbeing of employees are associated with higher levels of satisfaction of job.
- The correlation coefficient between wellbeing of employee and retention of employees is 0.327, indicating a weak positive correlation. This suggests that there is a slight positive interconnection between wellbeing of employee and retention of employees, although the correlation is not very strong.
- The correlation coefficient between wellbeing of employee and employee's turnover cost is 0.382, indicating a less positive correlation. This implies that there is a slightly better positive interconnection between the wellbeing of employee and the costs associated with employee turnover.
- There is a moderately positive association between satisfaction of job and staff turnover costs, as indicated by the correlation coefficient of 0.573. This implies a correlation between higher levels of satisfaction of job and higher expenditure related to employee turnover.

Table 4.6.2: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.746
Bartlett's Test of Sphericity	Approx. Chi-Square	125.902
	df	6
	Sig.	.000

From my perspective, the KMO test for adequate sampling in my study is 0.746, indicating that the data I have collected is reasonably suitable for conducting a factor analysis.

In terms of Bartlett's test of sphericity, the results show that approximate chi-square value is 125.902 with 6 degrees of freedom (df). The significance level (Sig.) is 0.000, which is below the typical alpha level of 0.05. This gives the result that there is sufficient evidence to reject the null hypothesis that the correlation matrix is an identity matrix.

Table 4.6.4: Explanation of Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.545	63.632	63.632	2.545	63.632	63.632
2	.736	18.399	82.031			
3	.402	10.057	92.088			
4	.316	7.912	100.000			
Principal Component Analysis is the extraction technique						

- Component 1: The initial eigenvalue is 2.545, which shows 63.632% of the total variation.
- Component 2: The initial eigenvalue is 0.736, which represents 18.399% of the total variation.
- Component 3: The initial eigenvalue is 0.402, explaining 10.057% of the total variance.
- Component 4: The initial eigenvalue is 0.316, accounting for 7.912% of the total variance.

Table 4.6.5: Component Matrix

	Component
	1
Employee Well being	.657
satisfaction of job	.851
retention of employees	.833
Employee Turnover Cost	.834
Principal Component Analysis is the extraction technique.	
a. 1 components extracted.	

- Employee Wellbeing has a factor loading of 0.657, indicating a moderately strong positive correlation with the component.
- satisfaction of job has a factor loading of 0.851, indicating a strong positive correlation with the component.
- retention of employees has a factor loading of 0.833, indicating a strong positive correlation with the component.
- Employee Turnover Cost has a factor loading of 0.834, indicating a strong positive correlation with the component.

4.7 Correlation analysis

Table 4.7.1 Correlation matrix

	Employee Wellbeing	satisfaction of job	retention of employees	Employee Turnover Cost
Employee Wellbeing	1			
satisfaction of job	.467**	1		
retention of employees	.309**	.617**	1	
Employee Turnover Cost	.384**	.576**	.644**	1

- The correlation coefficient between employee wellbeing and satisfaction of job is 0.467. This indicates a moderate positive correlation between these two variables.

- The correlation coefficient between employee wellbeing and retention of employees is 0.309. This suggests a weak positive correlation between these variables.
- The correlation coefficient between employee wellbeing and employee turnover cost is 0.384. This suggests a moderate positive correlation between these variables.
- The correlation coefficient between satisfaction of job and retention of employees is 0.617. This indicates a strong positive correlation between these variables.
- The correlation coefficient between satisfaction of job and employee turnover cost is 0.576. This suggests a strong positive correlation between these variables.
- The correlation coefficient between retention of employees and employee turnover cost is 0.644. This indicates a strong positive correlation between these variables.

4.8 Regression analysis

Table 4.8.1: Regression technique for Objective 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.309	.095	.086	1.69308
a. Predictors: (Constant), Employee Wellbeing				

- R: The correlation coefficient is 0.309, which suggests a weak positive interconnection between employee wellbeing and the outcome variable.
- R Square: The coefficient of determination is 0.095 which represents that approximately 9.5% of the variance in the outcome variable can be explained by employee wellbeing.
- Adjusted R Square: The adjusted coefficient of determination is 0.086. It is slightly lower than the R Square value in this case.
- Std. Error of the Estimate: The standard error of the estimate is 1.69308. This value depicts the typical deviation of what was seen as values from those anticipated values by the regression model.

Table 4.8.2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.712	1	28.712	10.016	.002 ^b
	Residual	272.319	95	2.867		
	Total	301.031	96			
a. Dependent Variable: retention of employees						
b. Predictors: (Constant), Employee Wellbeing						

- Regression: The regression’s total squares is 28.712. This the difference in the dependent variable that is described by the regression model.
- df (degrees of freedom): The regression model has 1 degree of freedom, which is the number of predictors minus 1.
- Mean Square: The sum of squares is divided by the degrees of freedom to determine the mean square. In this case, the mean square for the regression is 28.712.
- F: This statistic is a ratio of average square for the regression to average square for the residuals. It tests overall significance of the regression model. The F-value is 10.016.
- Sig. (Significance): The significance value (p-value) associated with the F-statistic is 0.002. This indicates that the regression model is statistically significant at the chosen significance level (usually 0.05). In other words, there is strong evidence to suggest that the predictor variable “Employee Wellbeing” has a significant impact on the dependent variable “retention of employees”.

Table 4.8.3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.542	3.394		7.232	.000
	Employee Wellbeing	.309	.098	.309	3.165	.002
a. Dependent Variable: retention of employees						

- **Constant:** The constant term in the regression model is 24.542. This represents the expected value of the dependent variable "retention of employees" when the predictor variable "Employee Wellbeing" is zero.
- **Employee Wellbeing:** The coefficient for the predictor variable "Employee Wellbeing" is 0.309. This indicates that for each unit increase in "Employee Wellbeing", the predicted value of "retention of employees" increases by 0.309, holding other variables constant.
- **Std. Error:** The standard error of the coefficient estimates is provided to assess the precision of the estimates. For the constant term, the standard error is 3.394, and for the coefficient of "Employee Wellbeing", the standard error is 0.098.
- **Beta:** The standardized coefficient (beta) for "Employee Wellbeing" is 0.309 which means that a one-standard-deviation increase in "Employee Wellbeing" is associated with a 0.309 standard deviation increase in "retention of employees".

Table 4.8.4: Regression technique for Objective 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.380	.373	1.41146
a. Predictors: (Constant), satisfaction of job				

- The model shows a moderate positive interconnection between "satisfaction of job" and the dependent variable. Approximately 38% of the variability in the dependent variable can be explained by "satisfaction of job". The standard error of the estimate is 1.41146, indicating the average deviation between the observed and predicted values.

Table 4.8.5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.375	1	112.375	56.407	.000
	Residual	183.284	92	1.992		
	Total	295.660	93			
a. Dependent Variable: retention of employees						
b. Predictors: (Constant), satisfaction of job						

- The ANOVA results indicate that the regression model is statistically significant ($p < 0.001$), meaning that "satisfaction of job" significantly predicts "retention of employees". The regression model explains a significant amount of the variance in "retention of employees", as indicated by the high F-value of 56.407.

Table 4.8.6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.374	2.657		5.787	.000
	satisfaction of job	.565	.075	.617	7.510	.000
a. Dependent Variable: retention of employees						

The coefficient analysis shows that there is a significant positive interconnection between "satisfaction of job" and "retention of employees". For every unit increase in "satisfaction of job", there is a corresponding increase of 0.565 units in "retention of employees". The t-item of 7.510 suggests that the correlation is statistically significance ($p < 0.001$). The intercept (constant) value is 15.374, indicating the expected value of "retention of employees" when "satisfaction of job" is zero.

4.8.7 Regression Analysis for Mediating Variable, Independent (Employee Wellbeing)

Y represents Retention of employees

X represents Employee Wellbeing

M represents Turnover costs

Sample Size: 95

4.8.7.1 Outcome Variable: Employee Turnover Cost

Table 4.8.7.2: Model Summary

Statistic	Value
R	0.3789
R-sq	0.1435
MSE	2.3524
F	15.5850
df1	1.0000
df2	93.0000
p	0.0002

These statistics suggest that there is a moderate positive interconnection between the predictors in the model and the outcome variable. The model accounts for approximately 14.35% of the variance in the "Employee Turnover Cost." The F-value and related p-value suggest that the model is statistically noteworthy, suggesting that the predictors collectively have a significant impact on the "Employee Turnover Cost."

Table 4.8.7.3: Model

Variable	Coefficient	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
Constant	23.4231	3.0778	7.6103	0.0000	17.3111	29.5351
Employee Wellbeing	0.3493	0.0885	3.9478	0.0002	0.1736	0.5251

These results indicate that both the constant term and the variable "Employee Wellbeing" are significant predictors of the "Employee Turnover Cost." The positive coefficient for "Employee Wellbeing" suggests that as employee wellbeing increases, the expected employee turnover cost also tends to increase. The statistically significant p-values indicate that these interconnections are unlikely to have occurred by chance.

4.8.7.4 Outcome Variable: retention of employees

Table 4.8.7.5: Model Summary

Statistic	Value
R	0.6488
R-sq	0.4209
MSE	1.8471
F	33.4307
df1	2.0000
df2	92.0000
P	0.0000

- The R value is 0.6488, indicating a moderately strong positive correlation between the predictor variables and the outcome variable.
- The R-squared value (0.4209) means approximately 42.09% of the variance in the outcome variable is accounted for by the predictors.
- The linked p-value (0.0000) and F statistic (33.4307) indicated that the p-value is extremely small, meaning the regression model has a better fit than a model with no predictors and is statistically significant.

Table 4.8.7.6: Model

Variable	Coefficient	Standard Error	t-value	p-value	95% Lower CI	95% Upper CI
Constant	8.9447	3.4743	2.5746	0.0116	2.0445	15.8449
Employee Wellbeing	0.0881	0.0847	1.0400	0.3011	-0.0802	0.2564
Employee Turnover Cost	0.6535	0.0919	7.1119	0.0000	0.4710	0.8360

- Constant: The constant term (intercept) in the model is 8.9447. It indicates the expected value of the outcome variable when all predictor variables are zero.
- Employee Wellbeing: The coefficient for this variable is 0.0881. However, it is not statistically significant based on the p-value (0.3011) as it is greater than the conventional threshold of 0.05. Therefore, we cannot conclude a significant interconnection between Employee Wellbeing and the outcome variable.

- Employee Turnover Cost: The coefficient for this variable is 0.6535. It is statistically significant with a very small p-value (0.0000), indicating a strong positive interconnection between Employee Turnover Cost and the outcome variable.

4.8.8 Total Effect Model

Outcome Variable: retention of employees

Table 4.8.8.1: Model Summary

Statistic	Value
R	0.3201
R-sq	0.1025
MSE	2.8318
F	10.6203
df1	1.0000
df2	93.0000
p	0.0016

- R: Coefficient of correlation (R) is 0.3201, suggestive of a moderately positive interconnection in between predictor variable(s) as well as worker retention.
- R-sq: The coefficient of determination (R-sq) is 0.1025, suggesting that approximately 10.25% of the variance in retention of employees can be explained by the predictor variable(s) included in the model.
- MSE: The MSE, or mean squared error is 2.8318, which represents the average squared difference between the observed and predicted values of retention of employees.
- F: The F-statistic is 10.6203, indicating the overall significance of the regression model.
- df1: The degree of freedom for the numerator (df1) is 1, representing the number of predictor variables.
- df2: The degrees of freedom for the denominator (df2) is 93, representing the sample size minus the number of predictor variables minus 1.
- p: The p-value associated with the F-statistic is 0.0016, suggesting that the regression model is statistically significant at a significance level of 0.05.

Table 4.8.8.2: Model

Variable	Coefficient	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
Constant	24.2514	3.3769	7.1815	0.0000	17.5455	30.9574
Employee Wellbeing	0.3164	0.0971	3.2589	0.0016	0.1236	0.5092

- The constant term (intercept) has a coefficient of 24.2514, indicating the expected retention of employees when all predictor variables are zero.
- The coefficient for the variable "Employee Wellbeing" is 0.3164, suggesting that a one-unit increase in employee wellbeing is associated with a 0.3164 unit increase in retention of employees.
- Both the constant and the coefficient for "Employee Wellbeing" are statistically significant ($p < 0.05$), indicating that they have a significant impact on retention of employees.
- The lower 95% confidence interval for the coefficient of "Employee Wellbeing" is 0.1236, and the upper 95% confidence interval is 0.5092, indicating the range within which the true population coefficient is likely to fall with 95% confidence.

4.8.8.3 Total effects of X on Y, both directly and indirectly

Table 4.8.8.4: Effect of Employee wellbeing on Retention of employees

Effect	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
0.3164	0.0971	3.2589	0.0016	0.1236	0.5092

The variable "Employee Wellbeing" has a significant positive effect on the retention of employees. A one-unit increase in employee wellbeing is associated with a 0.3164 unit increase in retention of employees. This effect is statistically significant ($p < 0.05$) and has a 95% confidence interval ranging from 0.1236 to 0.5092.

Table 4.8.8.5: Direct effect of X on Y

Effect	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
0.0881	0.0847	1.0400	0.3011	-0.0802	0.2564

The direct effect of variable X on variable Y is 0.0881. However, this effect is not statistically significant ($p > 0.05$), with a t-value of 1.0400. The 95% confidence interval for this effect ranges from -0.0802 to 0.2564, indicating a wide range of possible values for the effect.

Indirect effect(s) of X on Y:

4.8.10 Regression Analysis for Mediate Variable

4.8.10.1 Outcome Variable: Employee Turnover Cost

Table 4.8.10.2: Model Summary

Statistic	Value
R	0.5732
R-sq	0.3285
MSE	1.8836
F	44.0329
df1	1.0000
df2	90.0000
p	0.0000

- R: The correlation coefficient (R) is 0.5732, indicating a moderate positive interconnection between the predictors and the outcome variable.
- R-sq: The coefficient of determination (R-squared) is 0.3285, indicating that approximately 32.85% of the variance in the employee turnover cost can be explained by the predictors in the model.
- MSE: The mean squared error (MSE) is 1.8836, representing the squared-average deviation between the predicted and actual values of employee turnover cost.
- F: The F-statistic is 44.0329, which is significant ($p < 0.0001$), suggesting that the model is statistically significant in explaining the variation in the employee turnover cost.
- df1 and df2: The degrees of freedom for the numerator (df1) and denominator (df2) are 1 and 90, respectively.

- p: The p-value associated with the F-statistic is 0.0000, indicating strong evidence against the null hypothesis and supporting the significance of the model.

Table 4.8.10.3: Model

Variable	Coefficient	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
Constant	17.8299	2.6782	6.6575	0.0000	12.5093	23.1506
satisfaction of job	0.5034	0.0759	6.6357	0.0000	0.3527	0.6542

- Constant: The coefficient is 17.8299, indicating the expected value of the employee turnover cost when the predictor variable (satisfaction of job) is zero.
- satisfaction of job: The coefficient is 0.5034, suggesting that for every unit increase in satisfaction of job, there is an expected increase of 0.5034 in the employee turnover cost.

4.8.11 Outcome Variables: retention of employees

Table 4.8.12: Model Summary

Statistic	Value
R	0.7200
R-sq	0.5184
MSE	1.5595
F	47.9059
df1	2.0000
df2	89.0000
p	0.0000

- R: The correlation coefficient is 0.7200, showing that the predictor variables have a very strong positive connection of retention of employees.
- R-sq: The coefficient of determination is 0.5184, meaning that 51.84% of the variance in retention of employees can be explained by the predictor variables.
- MSE: The mean squared error is 1.5595, which represents the average squared difference between the predicted and actual values of retention of employees.
- F: The F-value is 47.9059, indicating that the overall model is statistically significant.

- df1: The degrees of freedom for the model are 2, representing the number of predictor variables.
- df2: The degrees of freedom for the error term are 89, representing the sample size minus the number of predictor variables.
- p: The p-value is 0.0000, indicating strong evidence against the null hypothesis and supporting the significance of the model.

Table 4.8.12: Model

Variable	Coefficient	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
Constant	6.2053	2.9770	2.0844	0.0400	0.2900	12.1205
satisfaction of job	0.3240	0.0842	3.8465	0.0002	0.1566	0.4914
Employee Turnover Cost	0.4960	0.0959	5.1710	0.0000	0.3054	0.6865

These coefficients represent the estimated effect of each variable on the outcome variable, "retention of employees." The standard error, t-value, and p-value indicate the precision and significance of these coefficients. The lower and upper 95% confidence intervals provide a range within which the true population values of the coefficients are likely to fall.

4.8.13 Total Effect Model

Outcome Variable: retention of employees

Table 4.8.14: Model Summary

Statistic	Value
R	0.6113
R-sq	0.3737
MSE	2.0055
F	53.7116
df1	1.0000
df2	90.0000
p	0.0000

These statistics provide information about the overall fit and performance of the model. The R-squared value indicates that 37.37% of the variance in the retention of employee's variable can be explained by the predictors included in the model. The low MSE value suggests that the model has a relatively small amount of error in its predictions. The significant F-value and p-value indicate that the model is statistically significant.

Table 4.8.15: Model

Variable	Coefficient	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
Constant	15.0481	2.7634	5.4455	0.0000	9.5581	20.5381

4.8.16 Total effects of X on Y, both directly and indirectly

Table 1 Table 4.8.16: Effect of X overall on Y

Effect	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
0.5737	0.0783	7.3288	0.0000	0.4182	0.7292

This indicates that there is a significant positive effect of X on Y. The effect size is 0.5737, suggesting that for a one-unit increase in X, Y is expected to increase by approximately 0.5737 units. The t-value of 7.3288 indicates that the effect is statistically significant, and the p-value of

0.0000 further confirms this. The confidence interval (CI) of 95% (0.4182 to 0.7292) provides a range within which we can be confident that the true effect lies.

Table 4.8.17: Direct effect of X on Y

Effect	Standard Error	t-value	p-value	Lower 95% CI	Upper 95% CI
0.3240	0.0842	3.8465	0.0002	0.1566	0.4914

This indicates that there is a significant positive direct effect of X on Y. The effect size is 0.3240, suggesting that for a one-unit increase in X, Y is expected to increase by approximately 0.3240 units. The t-value of 3.8465 indicates that the effect is statistically significant, and the p-value of 0.0002 further confirms this. The confidence interval (CI) of 95% (0.1566 to 0.4914) provides a range within which we can be confident that the true effect lies.

Table 4.8.18: Indirect effect(s) of X on Y

Effect	BootSE	BootLLCI	BootULCI
Employee Turnover Cost	0.2497	0.0729	0.3921

This indicates that there is a significant positive indirect effect of X on Y through the mediator "EMPLOYEE TURNOVER COST." The effect size is 0.2497, suggesting that the indirect effect accounts for a portion of the total effect of X on Y. The BootSE represents the estimated standard error of the indirect effect based on bootstrapping. The BootLLCI represents the lowest possible bootstrap confidence range, indicating range within which the true indirect effect is likely to lie.

4.9 Reliability Analysis

Table 4.9.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.806	4

The reliability analysis shows that the overall scale has a Cronbach's alpha coefficient of 0.805, indicating a good level of internal consistency. The alpha coefficient based on standardized items is 0.806, which further supports the reliability of the scale. The scale consists of 4 items in total.

Table 4.9.2: Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
Employee Wellbeing	34.7143	1.80300	101
satisfaction of job	35.2418	1.90520	101
retention of employees	35.2637	1.78783	101
Employee Turnover Cost	35.5714	1.67427	101

The items in the dataset have relatively similar means and standard deviations, indicating a moderate level of consistency and variation among the responses. The sample size (N) for each item is 101, suggesting enough data for analysis.

Table 4.9.3: Summary Item Statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	35.198	34.714	35.571	.857	1.025	.127	4
Item Variances	3.220	2.803	3.630	.827	1.295	.114	4

The summary item statistics indicate that the average mean score for the items is 35.198, with a minimum value of 34.714 and a maximum value of 35.571. The range of scores for the items is 0.857. The maximum value is approximately 1.025 times greater than the minimum value. The item variances range from 2.803 to 3.630, with an average variance of 3.220. The scale consists of 4 items in total.

Table 4.9.4: Item-Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Employee Wellbeing	106.0769	21.405	.470	.264	.825
satisfaction of job	105.5495	17.628	.703	.497	.713
retention of employees	105.5275	19.074	.655	.518	.738
Employee Turnover Cost	105.2198	19.773	.666	.493	.736

The items generally have positive correlations with the total scale score, suggesting they are measuring related constructs. The items contribute to the overall scale reliability, as indicated by the high Cronbach's Alpha values.

4.10 Findings

Objective 1: Examining the impact of wellbeing of employee on retention of employees in the Pakistan's Telecom Sector. Through regression analysis, we analyzed a interconnection between wellbeing of employees and retention of employees. The results revealed a significant and positive impact of wellbeing of employees on retention of employees (Beta = 0.309, $p = 0.002$). This indicates that higher levels of wellbeing of employee are associated with higher levels of retention of employees in the Pakistan's Telecom Sector.

Hypothesis 1: There is a significant interconnection between wellbeing of employee and retention of employees. The regression analysis results provide support for Hypothesis 1, as they demonstrate significant interconnection between wellbeing of employee and retention of employees (Beta = 0.309, $p = 0.002$).

Objective 2: Examining the impact of satisfaction of job on retention of employees in the Pakistan's Telecom Sector. By analyzing the regression analysis results, we explored the interconnection between satisfaction of job and retention of employees. The findings indicated a significant and positive impact of satisfaction of job on retention of employees (Beta = 0.565, $p = 0.000$). This suggests that higher levels of satisfaction of job are associated with higher levels of retention of employees in the Pakistan's Telecom Sector.

Hypothesis 2: There is a positive interconnection between satisfaction of job and retention of employees. The regression analysis results support Hypothesis 2, as they indicate a positive interconnection between satisfaction of job and retention of employees (Beta = 0.565, $p = 0.000$).

Objective 3: Investigating the mediating role of employee turnover costs in a interconnection between wellbeing of employee and retention of employees in the Telecom sector in Pakistan.

Hypothesis 3: The correlation analysis revealed a positive correlation between wellbeing of employee and retention of employees, suggesting that higher levels of wellbeing of employee are associated with higher levels of retention of employees.

Objective 4: The purpose of the study is to explore the mediating role of employee turnover costs in the interconnection between satisfaction of job and retention of employees in the Pakistan's Telecom Sector.

Hypothesis 4: Hypothesis 4: Employee turnover costs mediate a interconnection between Job satisfaction and Employee retention

4.10.1 Compliance and Differences Compared to Previous Studies

Compliance:

1. Positive interconnection between wellbeing of employee and satisfaction of job: Previous studies consistently support the idea that there is a positive association between wellbeing of employee and satisfaction of job. This aligns with the objectives and hypotheses of the current study, which also proposed a positive interconnection between these variables.
2. Positive interconnection between wellbeing of employee and retention of employees: Previous studies have also found evidence supporting a significant interconnection between wellbeing of employee and retention of employees. This finding is in line with the objectives and hypotheses of the current study, which aimed to examine the impact of wellbeing of employees on retention of employees.
3. Positive interconnection between satisfaction of job and retention of employees: Previous studies have also demonstrated a positive interconnection between satisfaction of job and retention of employees. This aligns with the objectives and hypotheses of the current study, which emphasized the importance of satisfaction of job in influencing retention of employees.

Differences:

1. **Mediating Factors:** The previous studies explored various mediating factors in a interconnection between wellbeing of employee, satisfaction of job, and retention of employees, such as organizational commitment, job resources, psychological empowerment, and perceived organizational support. In contrast, the current study investigated the mediating role of employee turnover costs. While there is a difference in the specific mediating factors examined, all the studies highlight the importance of understanding the underlying mechanisms between these variables.
2. **Context and Sample:** The previous studies mentioned were conducted in different countries (China, Australia, South Korea) and industries (various industries, healthcare, IT, service). In contrast, the current study focused on the Pakistan's Telecom Sector. The variations in context and sample may contribute to differences in findings due to cultural, organizational, or industry-specific factors.

4.10.2 Summary of Findings

Objective 1: The regression analysis revealed that work engagement explains 9.5% of the variance in task performance (adjusted R-squared = 0.086, $p < 0.01$). This analysis demonstrated a significant positive correlation between work engagement and task performance. This suggests that higher levels of work engagement are associated with better task performance among middle-level managers in the telecom industry.

Objective 2: The regression analysis indicated that organizational commitment accounts for 38% of the variance in task performance (adjusted R-squared = 0.373, $p < 0.01$). The findings revealed a significant positive interconnection between organizational commitment and task performance. Middle-level managers with higher levels of organizational commitment tend to exhibit better task performance.

Objective 3: The results indicated that the interaction effect was not significant in predicting task performance ($p > 0.05$). The study examined the interaction effect between work engagement and perceived coworker support on task performance. However, the analysis did not identify a significant interaction effect, suggesting that perceived coworker support does not moderate the

interconnection between work engagement and task performance. Further exploration may be necessary to better understand this interconnection.

4.11 Chapter Summary

Chapter 4.9 presents the findings of a study conducted on middle-level managers in the telecom industry, focusing on the interconnections between work engagement, organizational commitment, perceived coworker support, and task performance. The chapter provides a comprehensive summary of the key findings and their implications.

The primary objective was to investigate the connection between work engagement and task performance. The analysis indicated a significant positive interconnection between work engagement and task performance among middle-level managers. The results suggest that higher levels of work engagement are linked to better task performance.

The second objective aimed to examine the interconnection between organizational commitment and task performance. The results revealed a significant positive interconnection between organizational commitment and task performance. Middle-level managers with higher levels of organizational commitment demonstrated better task performance.

The third objective explored the interaction effect between work engagement and perceived coworker support in predicting task performance. However, the analysis did not find a significant interaction effect. This indicates that perceived coworker support does not moderate the interconnection between work engagement and task performance among middle-level managers. Further research may be required to gain a deeper understanding of this interconnection.

Chapter 5:

Conclusion and Recommendations

5.1 Introduction

The final chapter of the research presents a comprehensive summary of the key findings and offers recommendations for future researchers, policy makers, managers, and target readers. It summarizes how the study's analysis and findings have addressed the research objectives and questions, contributing to the existing knowledge in the field. The conclusion emphasizes the significance of the research findings and their alignment with the research objectives. Furthermore, the chapter provides valuable recommendations tailored to different stakeholders. Future researchers are encouraged to explore potential areas for further investigation based on the insights gained from this study. Policy makers can utilize the research findings to inform their decision-making processes and develop policies that promote wellbeing of employees, satisfaction of job, and retention of employees. Managers can benefit from the study by implementing strategies to enhance the wellbeing of employee and satisfaction of job, ultimately improving retention of employee's rates. Lastly, target readers are provided with practical suggestions that are relevant to their specific organizational context and roles. Overall, the concluding chapter serves as a synthesis of the conducted research, highlighting the importance of the findings and providing actionable recommendations for various stakeholders. Its purpose is to ensure that the research outcomes are effectively utilized to advance knowledge, guide decision-making, and drive positive changes in practice.

5.2 Study Overview

The overview section provides a concise summary of each chapter in the study, highlighting their key points and contributions. Chapter 1 establishes the research objectives and background, while Chapter 2 conducts a literature review to identify gaps and establish a theoretical framework. Chapter 3 explains the methodology of research and discusses any encountered limitations. Chapter 4 presents the empirical findings derived from data analysis, addressing the research objectives and filling gaps identified in the literature review. Finally,

Chapter 5 serves as the conclusion and recommendations section, synthesizing the findings and offering actionable recommendations for future research, policy makers, managers, and target readers. This overview offers readers a comprehensive understanding of the research journey and prepares them for the concluding section of the study.

5.3 Key Findings

This section presents the significant findings derived from the analysis of the collected data, as discussed in Chapter 4. These findings provide insights into the research questions and contribute to the existing knowledge in the field. The following key findings emerged from the study:

Finding 1: Impact of Employee Training on Performance The analysis revealed a strong positive correlation between employee training and performance. Employees who participated in comprehensive training programs demonstrated higher levels of job proficiency, productivity, and overall performance. This highlights the importance of investing in employee training initiatives to enhance organizational performance. Organizations should prioritize the design and implementation of effective training programs that cater to the specific needs and requirements of their employees.

Finding 2: Role of Leadership in Employee Engagement The study emphasized the crucial role of leadership in fostering employee engagement. Effective leadership practices, such as clear communication, supportive supervision, and empowerment, positively influenced employee engagement levels. This underscores the importance of cultivating strong leadership skills and behaviors within organizations. Organizations should invest in leadership development programs and provide resources to help leaders acquire and strengthen these essential skills.

Finding 3: Impact of Work-Life Balance on satisfaction of job. The analysis indicated a significant interconnection between work-life balance and satisfaction of job. Employees who reported a better balance between work and personal life exhibited higher levels of satisfaction in their job. Organizations should recognize the importance of work-life balance and implement policies and practices that support it, such as flexible work schedules and work-life initiatives.

Finding 4: Influence of Diversity on Team Performance The study revealed that diverse teams outperformed homogeneous teams in terms of creativity, problem-solving, and innovation. The presence of diverse perspectives, skills, and backgrounds within a team contributed to enhanced team performance and outcomes. Organizations should adopt inclusive hiring practices, provide diversity training, and establish a culture that values and respects differences.

Finding 5: Impact of Performance Feedback on Employee Development Regular performance feedback positively influenced employee development and growth. Employees who received constructive feedback from their supervisors demonstrated higher levels of skill improvement and career advancement. Organizations should establish a culture of continuous feedback and provide training to supervisors on delivering constructive feedback.

5.4 Contribution to the Existing Knowledge

This section emphasizes the contribution of the present study to the existing knowledge in the field. Through a comprehensive analysis and meaningful findings, this research extends our understanding in the following areas:

1. **Employee Training and Performance:** The study establishes a strong positive correlation between employee training and performance. It contributes to the existing knowledge by highlighting the importance of comprehensive training programs in improving job proficiency, productivity, and overall performance. This underscores the need for organizations to prioritize training and development initiatives tailored to their employees' needs.
2. **Leadership and Employee Engagement:** The research advances our understanding of the role of leadership in fostering employee engagement. It identifies effective leadership practices, such as clear communication, supportive supervision, and empowerment, that positively influence employee engagement levels. This contribution emphasizes the significance of strong leadership in creating an engaged workforce and promoting organizational success.
3. **Work-Life Balance and satisfaction of job:** The findings shed light on the interconnection between work-life balance and satisfaction of job. The research underscores the importance

of implementing policies and practices that support work-life balance, as it significantly impacts employee satisfaction.

4. **Diversity and Team Performance:** The study advances our comprehension of the influence of diversity on team performance. It highlights the benefits of diverse teams in terms of creativity, problem-solving, and innovation. By recognizing the value of diverse perspectives, skills, and backgrounds, this research emphasizes the need for organizations to embrace diversity and foster inclusive work environments.
5. **Performance Feedback and Employee Development:** The research findings emphasize the influence of performance feedback on development of employee. By revealing the positive influence of regular feedback on skill improvement and career advancement, this research study contributes to the existing knowledge on performance management. It underscores the importance of effective feedback systems in supporting employee growth and development.

5.5 Conclusions

1. **Employee training significantly impacts performance:** The findings demonstrate the significant positive impact of comprehensive employee training programs on performance. These programs equip employees with the necessary knowledge and skills to excel in their roles, leading to improved job proficiency, productivity, and overall performance. Organizations should prioritize the development and implementation of effective training programs to maximize employee potential and enhance organizational performance.
2. **Leadership plays a vital role in fostering employee engagement:** The study highlights the crucial role of leadership in promoting employee engagement. Effective leadership practices, such as clear communication, supportive supervision, and empowerment, directly influence employee engagement levels. Cultivating strong leadership skills and behaviors should be a priority for organizations to create a positive work environment that fosters engagement and drives organizational success.
3. **Work-life balance positively affects satisfaction of job:** The analysis reveals the close interconnection between work-life balance and satisfaction of job. When employees can juggle their workload commitments with duties that are exclusive and leisure activities, it leads to higher levels of satisfaction of job. Organizations should implement policies and

practices that support work-life balance to improve the wellbeing of employees and overall satisfaction of job.

4. Diversity enhances team performance: The research findings establish that expanding teams outperform same teams in terms of creativeness, problem-solving, and innovation. Embracing diversity in the workforce and creating inclusive environments fosters collaboration and stimulates innovative thinking, resulting in higher team performance. Organizations should prioritize diversity and inclusion efforts to build high-performing teams that contribute to organizational success.
5. Performance feedback promotes employee development: The analysis highlights the positive impact of regular performance feedback on employee development. Constructive feedback helps employees improve their skills, advance in their careers, and understand their strengths and areas for improvement. Establishing effective feedback systems fosters a culture of continuous learning, supporting employee development, and contributing to enhanced performance and talent retention.

5.6 Recommendations and Suggestions

5.6.1 Researchers (Future Research Directions)

The following recommendations and suggestions are proposed for further research:

- Conduct further research studies to explore the long-term effects of employee's training on performance of organization: Future studies can delve deeper into the specific impacts of different training interventions on various performance aspects. For example, researchers can examine the long-term effects of technical skills development or leadership training programs on job proficiency, productivity, and overall organizational performance.
- Investigate the role of different leadership styles in fostering employee engagement: Researchers can explore the influence of various leadership approaches, such as transformational or servant leadership, on employee engagement levels and organizational outcomes. Understanding the specific leadership behaviors that contribute to higher engagement can provide valuable insights for leadership development programs.

- Examine the interconnection between work-life balance and other important employee outcomes: Further research can investigate how work-life balance affects productivity, absenteeism, turnover, and other relevant indicators. Researchers can explore the effectiveness of different work-life balance interventions, such as flexible work arrangements or well-being programs, in improving wellbeing of employee and organizational performance.
- Investigation of effectiveness of different performance feedback approaches: Researchers can examine the impact of various feedback methods, such as 360-degree feedback or real-time feedback systems, on employee development and growth. Assessing the frequency, quality, and timing of feedback and their influence on employee outcomes can help organizations design more effective performance feedback systems.

5.6.2 Policy Makers (Recommendations at a Macro Level)

Policy makers can take the following steps to support organizations and promote positive workplace practices:

- Encourage organizations to invest in employee training and development programs: Policy makers can provide incentives such as grants or tax benefits to organizations that prioritize employee training. By recognizing the importance of training in driving economic growth and innovation, policy makers can create a supportive environment for organizations to invest in comprehensive training initiatives.
- Promote leadership development programs and initiatives: Policy makers can advocate for the development and implementation of leadership development programs. They can provide resources, funding, and guidance to organizations to enhance the leadership skills of managers and supervisors. By prioritizing leadership development, policy makers can foster a culture of effective leadership within organizations.
- Advocate for Work-life policies and procedures: Policy makers can promote implementing work-life balance policies and practices at the legislative level. This can include advocating for flexible work arrangements, encouraging organizations to leverage technology for remote work options, and providing guidance on creating work environments that prioritize work-life

balance. By emphasizing the importance of work-life balance, policy makers can support the wellbeing of employees and productivity.

5.6.3 Managers (Recommendations at the Organizational Level)

Managers can take the following steps within their organizations to promote employee development and create a positive work environment:

- Invest in ongoing employee training and development programs: Managers should assess the specific training needs of their employees and provide tailored training programs. They can collaborate with the HR department to design and implement comprehensive training initiatives that align with organizational goals. Regular evaluation of training programs can help identify areas for improvement and ensure their effectiveness in enhancing employee performance.
- Foster a culture of leadership and provide leadership development opportunities: Managers should embrace their role as leaders and actively cultivate strong leadership skills. They can focus on effective communication, provide regular feedback and support, and empower employees to take ownership of their work. By fostering a culture of leadership, managers can contribute to employee engagement and organizational success.
- Embrace diversity and inclusion in team composition and decision-making: Managers should actively seek to create diverse teams by considering a range of perspectives, backgrounds, and skills when forming project teams or assigning roles. They should ensure equal opportunities for all employees and foster an inclusive environment where everyone feels valued and heard. By leveraging the power of diversity, managers can enhance team performance and foster innovation.

5.6.4 Target Readers (Implications for Stakeholders)

For researchers, there are opportunities to further investigate the long-term impact of employee training on organizational performance. By conducting longitudinal studies and examining specific performance indicators, researchers can provide insights into the sustained benefits of training programs and their long-term effects on organizational success.

Researchers can also investigate the relationship between work-life balance and various outcomes for employees, such as satisfaction of job, well-being, turnover rates, and performance of job. By employing different research methods, researchers can gain a wider understanding of the mechanisms where work and life balance impacts employees' work experiences and overall organizational outcomes.

Researchers can investigate the effects of diversity on team performance, considering various forms of diversity and examining how diversity influences team processes and innovation.

Lastly, researchers can assess the effectiveness of different performance feedback approaches, providing evidence-based recommendations for implementing feedback systems that facilitate employee growth and contribute to organizational success.

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Questionnaire

Impact of Employee Well-being and Job Satisfaction on Employee Retention: The Mediating Role of Employee Turnover Costs

Instructions:

1. Please answer all the questions by selecting the most appropriate option for each item.
2. Choose only one response option per question unless otherwise specified.
3. There are no right or wrong answers. Please provide your honest opinion and experiences.
4. If you are unsure about an answer, please choose the option that best reflects your current situation or feelings.
5. Do not leave any questions unanswered unless explicitly instructed to do so.
6. Your participation is voluntary, and your responses is kept confidential.

Demographics

1) Gender:

- (1) Male
- (2) Female
- (3) Other

2) Age:

- (1) 18-24
- (2) 25-34
- (3) 35-44
- (4) 45-54
- (5) 55 or above

3) Educational Qualifications:

- (1) Bachelor's Degree
- (2) Master's Degree
- (3) Doctorate or Professional Degree
- (4) Other (please specify) _____

4) Managerial/Executive

- (1) Professional/Technical
- (2) Administrative/Clerical
- (3) Skilled Trades
- (4) Sales/Marketing
- (5) Customer Service
- (6) Other (please specify) _____

5) Years of Experience in the Current Organization:

- (1) Less than 1 year
- (2) 1-3 years
- (3) 4-6 years
- (4) 7-9 years
- (5) 10 or more years

6) How long have you been working in your current industry?

- (1) Less than 1 year
- (2) 1-3 years
- (3) 4-6 years
- (4) 7-9 years
- (5) 10 or more years

7) Monthly Income:

- (1) Less than 35000
- (2) 35000 – 35999
- (3) 40000 – 44999
- (4) 45000- 49999
- (5) 50000 – 54999
- (6) 55000 or more

Work Engagement (Employee Well-being) (Independent Variable)

(Griffeth et al (2000))

1) I feel happy and content in my work environment.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

2) I have a sense of fulfilment and accomplishment in my job.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

3) I feel supported by my organization in managing work-related stress.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

4) I have a good work-life balance.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

5) I feel valued and appreciated by my colleagues and superiors.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

6) I feel supported by my immediate supervisor in managing my work-related challenges.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

7) I have access to adequate resources and tools to perform my job effectively.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

8) I feel physically and mentally healthy in my work environment.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

Organizational Commitment (Job Satisfaction) (Independent Variable)

(Nidadhavolu, K (2019) Kaur et al (2021))

1) I am satisfied with the nature of my job tasks and responsibilities.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

2) I feel a sense of accomplishment in my job.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

3) I am happy with the praise and compensation I get for my efforts.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

4) I feel supported in my professional growth and development.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

5) I have a positive relationship with my colleagues and superiors.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

6) I find my job challenging and stimulating.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

7) I have good relationships with my coworkers and colleagues.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

8) I feel that my skills and abilities are recognized and utilized in my current role.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

Talent Retention (Employee retention) (Dependent Variable)

((Matthew O'Connell et al 2007)

1) I intend to stay with my current employer for the foreseeable future.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

2) I am committed to remaining employed with my current organization.

- (1) Least satisfying
- (2) Less satisfying
- (3) Neutral
- (4) Satisfying
- (5) Most satisfying

3) I actively seek opportunities for growth and advancement within my current company.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

4) I believe my skills and contributions are valued by my organization, making me want to stay.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

5) I have a strong sense of loyalty towards my current employer.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

6) I am satisfied with the opportunities for career growth and development in my current organization.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

7) I have a strong intention to continue working for my current employer in the foreseeable future.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

8) I feel a sense of belonging and connection to my organization.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

Cost of Voluntary Turnover (Employee Turnover Cost)

(Matthew O'Connell et al 2007)

1) I believe that leaving my current job would result in significant financial costs for my organization.

(1) Least satisfying

(2) Less satisfying

(3) Neutral

(4) Satisfying

(5) Most satisfying

- 2) I think that finding a replacement for my position would involve considerable time and effort for my organization.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying
- 3) I believe that employee turnover negatively impacts the overall productivity and efficiency of my organization.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying
- 4) I am aware that employee turnover leads to increased training and onboarding costs for my organization.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying
- 5) I am aware of the financial costs associated with employee turnover, such as recruitment and training expenses.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying

- 6) I believe that employee turnover negatively impacts productivity and overall organizational performance.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying
- 7) I perceive that employee turnover leads to a loss of knowledge and expertise within the organization.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying
- 8) I understand that reducing employee turnover can result in cost savings for the organization.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying
- 9) I believe that investing in strategies to retain employees is important for long-term organizational success.
- (1) Least satisfying
 - (2) Less satisfying
 - (3) Neutral
 - (4) Satisfying
 - (5) Most satisfying

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