

***Impact of Work Design on Retention Intention: A Mediating Role of
Job Satisfaction in the IT sector of Pakistan***



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Fall 2023

Majors: HRM
Major/No.H34

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Abstract

The information technology (IT) industry is the key enabler in the on-going industrial revolution and a major contributor to the economy of Pakistan. As per Pakistan Vision 2025 and Pakistan's digital policy of 2018, the ICT industry's size is targeted to grow three-fold by 2025. The need for fair workload demands and a stress-free work culture is inevitable for employee retention in Pakistan's fast-growing IT industry, which is facing the challenge of high turnover. This study was conducted because of the retention issue in the IT industry, and some factors affect the retention rate. In this work, we investigated The Impact of Work Design on Retention Intention: A Mediating Role of Job Satisfaction in the IT Sector of Pakistan.. We also studied the mediating role of job satisfaction on retention intention and work design. We conducted online surveys and collected data from IT professionals in different career stages and different cities in Pakistan and results have been drawn with the help of SPSS. The study provides critical insights for employers and human resource managers in the Pakistani IT industry to make necessary efforts to prevent turnover, which will help in making work design attractive and retaining employees. This study is cross-sectional and was conducted at a specific time.

Key Words: Job Satisfaction, Work design, Retention Intention, SPSS, Turnover Intentions, Job Characteristic Model, Job Satisfaction, Motivation

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CHAPTER No 01

INTRODUCTION

1.1 Introduction

Workers are an organization's greatest asset, and employee turnover is unsettling. Employees are included in the sustainability criteria of the GRI (Global Reporting Initiative), which views them as an important performance indicator and acknowledges them as an asset to the company. (GRI, 2002). The company incurs indirect costs such as learning expenses, HRM loss, low morale caused by frequent human turnover, and the effect of employee turnover on current staff in addition to the costs associated with selection, hiring, and onboarding (Dess & Shaw, 2001).

The third-largest gig economy in the world, Pakistan's more than 200 million people, are primarily in the 15–29 age range. With careful planning and sensible government policies, this represents a significant human and knowledge capital that may be utilised. More than 2000 businesses that provide services including software development and contact centres are part of Pakistan's thriving IT industry. These are dispersed over more than 13 technological parks, which have been expanding rapidly in recent years. In Pakistan, the IT sector is one of the fastest-growing industries, adding over \$3.5 billion to the GDP, which is predicted to reach \$7 billion in the coming years. Furthermore, the number of IT graduates in Pakistan rises annually, and there is a developing startup culture in the country. With new technology zones projected to produce over \$6 billion in revenue, the Pakistani government hopes to treble the size of the country's IT industry in only two years. There has never been more interest in the sector, and Pakistani colleges are adapting by making adjustments that will better prepare students for jobs as researchers or IT experts. Nonetheless, the global IT business and the Pakistani IT sector also face similar obstacles.

HR managers are having difficulty implementing strategies to boost or sustain. Although employees are constantly searching for a more fulfilling, flexible, and healthy work environment, this calls for motivating them to remain with the company for a longer amount of time. One important component of employee retention may be training and mentorship. Employers are losing workers, many of whom are looking for better opportunities or more money. In 2019, Amazon introduced a \$700 million initiative to enhance the technical

proficiency of its workforce. Other companies joining in on the action include Home Depot, IBM, and Nationwide. Exelon, a power company, launched a training programme called "co-investing," in which the company funds internal training but requires staff members to finish it after work. 86% of top-performing companies stated that digital training programmes increased worker retention and productivity, according to PwC's Global Digital IQ Survey. In certain industries, employers use cutting edge tactics in addition to the current demands of the market to hold onto top talent despite intense competition.

Employee retention is the most critical issue facing corporate leaders because of the shortage of skilled labour, economic growth, and employee turnover. Retention is defined as "the ability to hold onto those employees you want to keep, for longer than your competitors" (Johnson, 2000). The analysis of retention should be considered at more than just a single level because the "influences" of retention can arise at multiple levels (Klein et al., 1994; Klein and Kozlowski, 2000; Raudenbush and Bryk, 2002; Yammarino and Dansereau, 2004).

Several studies have found that managing turnover is a challenge for organizations, as different organizations use different approaches to retain employees (American Management Association, 2001). Retention is considered an all-around module of an organization's human resource strategies. It commences with the recruiting of the right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004). Workers believe that certain components of the work design of their organisation are inadequate, which means that their job satisfaction will likely decline. As a result, they will have lower RIs than older workers. Several research works have investigated the variables that affect RI. There is, however, a dearth of research that focuses especially on the RIs of young workers in relation to their job design. In order to bridge this research gap, the present study examines the influence of Work design elements, including work relationships (WRs) and work conditions (WCs), on the RIs of employees in the IT sector. The association between these factors and RIs is mediated by job satisfaction. The purpose of this study is to determine how RIs are influenced by employees' opinions of job design in IT organisations. This study seeks to understand how employees work in IT companies perceptions of work design influence their RIs. In doing so, this study combines the job characteristics model (JCM) and the job demand-resources (JD-R) model to determine the associations among job characteristics, WRs, WCs, JS, and RI. The JCM and JD-R models offer well-established, comprehensive, and practically relevant frameworks for understanding the It sector employees' RI.

This study aims to comprehend how RIs are influenced by employees' perceptions of work design in IT businesses. To ascertain the relationships between work characteristics, WRs, WCs, JS, and RI, this study integrates the job characteristics model (JCM) and the job demand-resources (JD-R) model. The JCM and JD-R models provide RI frameworks for IT sector personnel that are well-established, thorough, and practically applicable.

Previous JCM research has demonstrated that job autonomy (JA), skill variety (SV), task identity (TI), task significance (TS), and feedback (FB) are the five essential job qualities that might encourage positive job attitudes (i.e., RI) among employees. These studies, however, have not looked at the relationship between work characteristics and RI. In addition, it is still unknown. Because it views comfortable work environments and work resources (WRs) as job resources that positively impact employees' work attitudes and behaviours, the JD-R model is more suited to handle this issue. The JD-R model is made up of multiple determinants and is more extensive. Additionally, it is more flexible and can be tailored to a variety of work environments. The process by which the fundamental job characteristics—WR and WC, or work design—influence the RI of workers in the IT sector is examined in this study. This study fills this research vacuum by showing that a major determinant of RI is job satisfaction. According to research, a generalised sense of well-being related to one's work or a similar collection of concepts related to different facets of one's employment is known as job satisfaction. According to Lo et al. (2016), the primary driver of job satisfaction suggests that work design is a crucial factor in evolutionary growth that may evaluate the thoughts and emotions generated by resources related to one's job, teamwork, and workplace. Since technology changes make information technology professionals' jobs obsolete, job satisfaction among these professionals is constantly under pressure to upgrade their skills in order to remain competitive and retain their intention to work. This study has adopted the JCM and JD-R model in the work design variable, which captures the job characteristics and external environment.

1.2 Problem Statement

The workforce in IT faces particular difficulties, including the need to maintain high job demands, adapt to changing technologies, and continuously develop one's skills. Organizations must comprehend how work design affect retention intention when trying to retain talent. An employee's decision to stay or go may be influenced by their job satisfaction, which measures their degree of independence and control over their responsibilities.

Employee turnover is a chronic challenge, even in the IT industry, which is seeing growth. The IT and software sectors have seen a dramatic transition as a result of almost 30% of the industry's growth in the last several years, or \$150 billion. Because of their high level of mobility and internet-enabled worldwide connectivity, professionals in this field can move between industries and positions with ease. Since it's becoming more common for employees to switch jobs easily, this increased mobility presents a special difficulty for companies trying to keep onto their prized IT staff. The sector's intrinsic characteristics might be ascribed to the increasing turnover observed in Pakistan's IT industry. Rapid technological advancements in the IT industry mean that experts must constantly enhance their skill sets. An increased incidence of employee turnover results from the tremendous pressure that this constant technological progress places on workers to adapt. The effects of this turnover go beyond the simple loss of qualified workers; they also include unintended expenses like decreased employee morale, a loss of company memory, schedule disruptions, a possible loss of competitive advantage, and the disclosure of confidential information to rivals.

The investigation is made more complex by the mediating role that job satisfaction plays in this relationship. A comprehensive measure of workers' happiness with their jobs, job satisfaction is impacted by the particular components of work design. Developing targeted strategies in the IT sector of Pakistan requires an understanding of how work design factors and retention intention are mediated by job satisfaction. Because contented workers are more likely to stick with their current roles, high job satisfaction levels are likely to increase retention intentions (Hassan & Siddiqui, 2020).

This study is important not only for organizations but also for stakeholders in the industry and policymakers. Since the IT industry is seen as a major force behind economic expansion, keeping qualified workers on staff is essential to maintaining innovation and global competitiveness. The study's ultimate goal is to aid in the creation of practical strategies and regulations that tackle the particular difficulties encountered by Pakistan's IT workforce, creating a favorable work atmosphere that supports organizational retention objectives as well as individual job satisfaction (Agarwal, 2017).

By concentrating on the effect of job design on retention intention, this study seeks to address the complex problem of employee turnover within Pakistan's IT industry. Understudied is the complex interaction that exists between work design, job satisfaction, and retention intention in the particular setting of the Pakistani IT industry. This study aims to offer insights that can

guide organisational strategies, policies, and practices to improve the retention of IT professionals in Pakistan by identifying the determinants impacting retention intention and investigating the mediation effect of job satisfaction. By doing this, the research helps the IT industry achieve sustainable growth and success by coordinating organizational objectives with the career goals and job happiness of its employees.

1.3 Research Questions

Research question are as follow::

1. What is the effect of work design on retention intention among IT professionals in Pakistan?
2. What is the relationship between work design and job satisfaction in the IT sector of Pakistan?
3. What is the impact of job satisfaction on retention intention within the IT sector?
4. To what extent does job satisfaction mediate the relationship between work design and retention intention?

1.4 Research Objectives

The research objectives are as follows:

1. To assess the direct impact of work design on retention intention in the IT sector of Pakistan.
2. To examine the relationship between work design and job satisfaction in the IT sector.
3. To examine the impact of job satisfaction on retention intention
4. To investigate the mediating role of job satisfaction in the relationship between work design and retention intention.

1.5 Research Gap

The work design plays a vital role in retention intention of employee and job satisfaction As a result, there appears to be a research deficit in this area (Juma & Arshad, 2019) The majority of employee are disappointed with n o t p r o p e r w o r k d e s i g n (Wijesiri et al., 2019). The finding suggested that employees in the IT industry have an issue that must be addressed (Juma & Arshad, 2019). Work design have been studied in various nations across the world, there have been few in the Pakistan (Juma & Arshad, 2019) Limited researchers has carried.out this research in Pakistan , can fill, this study looked at the impact of work design on retention intention a mediating of job satisfaction in the IT sectors of Pakistan. Furthermore, the dynamic nature of IT jobs and the quick pace of technological advancement may present special opportunities and challenges for work design. Because the IT industry moves quickly, it is essential to comprehend how new technologies and changing job roles affect work design. The

possible effects of remote work arrangements on work design, job satisfaction, and ultimately retention intention is an area that needs further investigation within the Pakistani IT industry. Considering the nature of IT jobs, which frequently provide opportunities for remote work, it is essential to comprehend how remote work enters the picture. Examining how the flexibility that remote work offers fits into or defies current work design models in the Pakistani IT environment can yield insightful information. Additionally, it provides a chance to evaluate how remote work affects job satisfaction and retention intention, which in turn clarifies whether or not this trend has a positive or negative effect on employee commitment and organizational loyalty in Pakistan's IT industry (Bais, 2020). Many studies have been done on work design and retention intention in other industries as well; however, this study mainly focuses on the IT sector.. There is no proper research on how the work design help in retention intention and job satisfaction of employees working in it sector of Pakistan.

1.6 Research Significance

The proposed research holds great significance for a variety of stakeholders regarding its impact on work design and retention intention in Pakistan's IT sector, with job satisfaction acting as a mediating factor. First of all, from an organizational standpoint, developing successful human resource management strategies requires a thorough grasp of the complex relationships that exist between work design, job satisfaction, and retention intention. Organizations in Pakistan can gain insights that guide the creation of work environments conducive to employee commitment and satisfaction, given the highly competitive nature of the IT industry. Consequently, this leads to higher rates of employee retention, lower turnover costs, and a more stable and driven workforce (Mukhalipi, 2018).

The study is important for decision-makers in government and business who want to influence how Pakistan's IT sector develops. With the nation aiming to become a global center for IT, understanding what factors affect the retention of highly qualified workers becomes critical. The research findings can be used by policymakers to guide initiatives that promote talent retention, workforce development, and industry expansion. Pakistan can foster an environment that both attracts and retains top talent in the IT sector and helps the economy as a whole by tailoring policies to the unique needs and goals of IT professionals (Qasim et al., 2022).For educational institutions and training providers who help people get ready for careers in the IT industry, the research is helpful. Teachers can design curricula to give students the knowledge and skills that meet industry standards by identifying the elements that lead to job satisfaction and retention. This improves graduates' employability and guarantees a better fit between

education-based skills and workplace demands in the IT industry. the study has social ramifications since it clarifies the state of affairs for Pakistani IT workers. Economic stability, job market dynamics, and general quality of life are all related to job satisfaction and retention (Nawaz et al., 2012).

By addressing gaps in a variety of literature, the study adds to the academic scene. Through the provision of insights rooted in the particular context of the Pakistani IT sector, it advances theoretical frameworks related to work design, job satisfaction, and retention intention. This broadens the corpus of knowledge in the domains of organizational psychology, HRM, and related ones, providing a foundation for upcoming studies in both domestic and international settings. Overall, the research has a significant impact on the socio-economic landscape that goes beyond specific organizations and shapes the IT sector in Pakistan (Pekerşen & Tugay, 2020).

The study has implications for developing an innovative culture in Pakistan's IT industry. Fostering an environment that supports creativity and ongoing learning requires an understanding of how work design affects job satisfaction and retention intention. Organizations that match work design with employees' career development and job satisfaction will be in a better position to draw in and keep innovative workers as innovation becomes a critical component of success in the technology-driven landscape. As a result, the research findings can direct IT companies in Pakistan towards developing a culture that fosters innovation and keeps top talent, thereby increasing the competitiveness of the sector globally (Khalid & Nawab, 2018).

The study's importance for worker wellbeing in the IT industry also extends to conversations about mental health and work-life balance. Through a thorough comprehension of the variables impacting job satisfaction and retention intention, the study can provide valuable perspectives on how companies can enhance the welfare of their workforce. Maintaining long-term satisfaction and the retention of professionals in the field requires striking a balance between the demands of a dynamic IT job and the requirement for a supportive and healthy work environment. This point is particularly important at a time when corporate social responsibility and organizational success are becoming more and more dependent on the well-being of employees (Qaisar Danish et al., 2019).

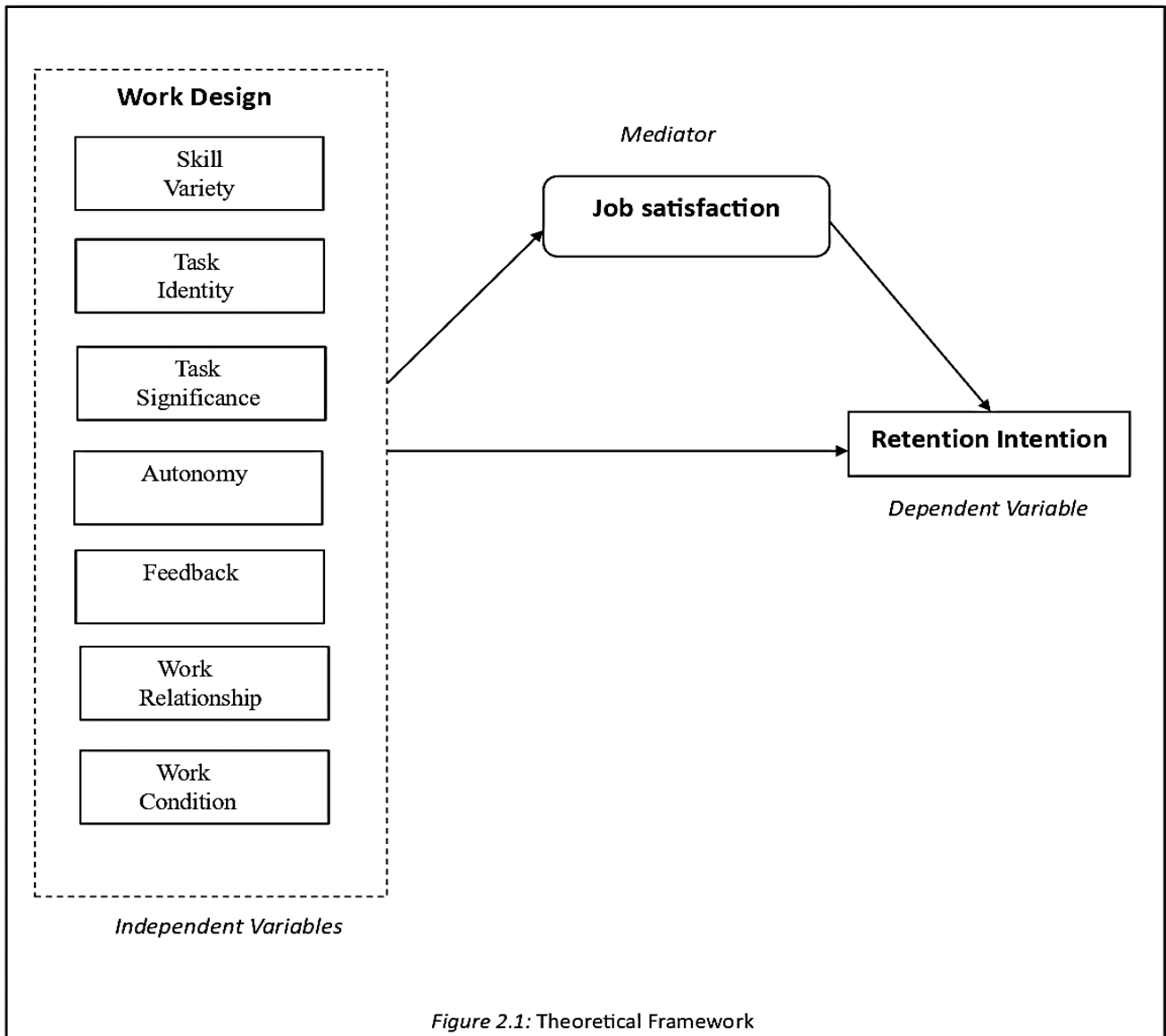
1.7 Scope

The given study is going to investigate the impact of work design on retention intention with the mediating role of job satisfaction. It is conducted in the IT sector of Pakistan over a period of 3 months. The data is collected from approximately 250-300 employees working in IT companies in Pakistan.

1.8 Research Contribution

The contribution of the study is to determine the effect of work design on job satisfaction with mediating effect of job satisfaction in IT industry of Pakistan. This study is an important contribution in IT industry of Pakistan. This study will help the IT industry of Pakistan to increase job satisfaction.

1.9 Research Model



1.10 Key Concepts and Definitions

<i>Construct</i>	<i>Definition</i>
<i>Work Design</i>	(Hackman, J. R., & Oldham, G. R. 1976) Refers to the way tasks, activities, and responsibilities are organized, structured, and allocated within an organization. It encompasses the overall design of jobs, including the nature of tasks, autonomy, and the level of complexity
<i>Retention intention</i>	Retention intention is the inclination or willingness of employees to stay with their current employer for a specific period. It reflects an individual's commitment to remain with the organization rather than seeking employment elsewhere Mobley, W. H. (1982)
<i>Job satisfaction</i>	Job satisfaction is an individual's overall contentment and positive emotional response towards their job. It is influenced by various factors such as work conditions, relationships with colleagues, and the nature of the work itself. Locke, E. A. (1969).

CHAPTER 02

LITERATURE REVIEW

2.1 Literature Review

An examination of the literature about work design, retention intention, and job satisfaction in the Information Technology (IT) industry provides a fundamental understanding of the complex interrelationships among these variables. The review starts by looking at traditional theories like the Job Characteristics Model (JCM) and emphasizing how important they are to comprehend how task variety, autonomy, and feedback affect job satisfaction. To account for the particular dynamics of modern IT jobs, these theories must be expanded as the IT industry develops (Qaisar Danish et al., 2019).

The literature review then discusses job satisfaction and how retention intention is related to it. Several models are investigated to understand the variables affecting job satisfaction and how that affects workers' intentions to remain or depart, such as the Two-Factor Theory and the Social Exchange Theory. Research on job satisfaction in the IT industry is given particular attention, emphasizing how crucial it is to match organizational procedures with the inclinations and drives of IT specialists (Quratulain et al., 2016).

The mediating function of job satisfaction in the connection between work design and retention intention is examined in more detail. Research on this triadic relationship, which emphasizes the mediating role of job satisfaction, provides important insights into the mechanisms through which work design influences employees' intention to stay. The review highlights the need for context-specific studies to consider the particular opportunities and challenges faced by the Pakistani IT sector, but it also points out gaps in the literature (Pekerşen & Tugay, 2020).

Turning attention to the IT industry in Pakistan, the review highlights a significant research void unique to this setting. Although research has looked at factors that affect job satisfaction and retention in South Asia as a whole, a more focused analysis of work design and its effects in the Pakistani IT sector is desperately needed. The literature review highlights the significance of researching to fill in the gaps in contextual understanding and enhance the overall comprehension of work-related dynamics in the dynamic IT sector of Pakistan. The review of the literature emphasizes the need for a thorough investigation of work design, job satisfaction, and retention intention in the Pakistani IT industry. The scheme highlights the

research's potential to fill in identified gaps and deepen our understanding of these crucial factors in the context of Pakistan's rapidly evolving IT industry, while placing it within the larger academic landscape (Naz et al., 2020).

This study looks into the complex relationships between work design, retention intention, and job satisfaction in the Information Technology (IT) industry, with a particular emphasis on Pakistan. The recognition of the IT industry's critical role in the global economy and the special opportunities and challenges it presents in the Pakistani context is the driving force behind this investigation. Building on established theories like the Job Characteristics Model (JCM), the inquiry recognizes how the nature of work in the IT industry is constantly changing. To identify the variables influencing employee commitment and organizational loyalty, the literature review explores several models and frameworks and emphasizes the importance of comprehending job satisfaction and its relationship to retention intention (Nawaz et al., 2012).

The study explores how work satisfaction influences the relationship between retention intention and work design, acting as a mediator. Even though they are useful, previous research highlights gaps that call for a more context-specific analysis, especially in the Pakistani IT industry. The literature review highlights the dearth of studies specifically designed to address the peculiarities of the Pakistani context, underscoring the necessity of a more focused investigation of work-related dynamics in the nation's quickly changing IT environment. All things considered, the topic of the study includes a thorough comprehension of how work design affects job satisfaction, which in turn affects retention intention, with an emphasis on the distinctive features of Pakistan's IT industry (Alrazehi & Noor Aina Amirah, 2020).

In the context of the topic, it is imperative to acknowledge the increasing prominence of Pakistan's IT industry worldwide and the corresponding difficulties in attracting and retaining highly qualified personnel. By taking into consideration organizational, cultural, and economic subtleties, the context-specific investigation of work design, job satisfaction, and retention intention seeks to identify elements that are fundamental to the Pakistani IT sector. The larger objectives of enhancing the competitiveness and sustainability of Pakistan's IT industry are in line with the findings of this investigation. Furthermore, the study aims to clarify how work design, job satisfaction, and retention intention may be impacted by the worldwide trend of remote work in the Pakistani IT context, which has been exacerbated by outside factors like the COVID-19 pandemic. Taking into account these complex factors, the study aims to provide

information that will help specific companies as well as the strategic expansion and advancement of Pakistan's IT sector (Khalid & Nawab, 2018).

2.2 Fundamentals of Subject Under Investigation

2.3.1 Work Design in Pakistan's IT Sector

The topic of inquiry explores the complex dynamics of work design in Pakistan's Information Technology (IT) sector. The structure and organization of job duties, roles, and responsibilities are all included in work design, with an emphasis on how these components affect the working environment for IT professionals. Understanding how work design practices are applied and experienced within the distinct organizational and sociocultural context of the Pakistani IT industry is essential to this investigation (Agarwal, 2017).

The literature emphasises how different aspects of work design affect retention intentions. Employee motivation and satisfaction are strongly influenced by work design, autonomy, skill variety, task identity, and task relevance, according to Hackman and Oldham's (1976) Job Characteristics Model. A well-designed work is positively correlated with higher levels of employee engagement and commitment, which in turn affects retention, according to research by Morgeson and Humphrey (2006).

2.3.2 Retention Intention in the IT Sector

This topic of study, which focuses on the variables influencing IT professionals' choices to remain in or quit their present jobs in Pakistan, raises retention intention as a crucial question. This part acknowledges how important it is to hold onto qualified personnel in the ever-changing IT industry. The goal of the study is to identify the precise components of work design that support or undermine IT professionals' intentions to stay in the field, thereby addressing the talent retention issues facing the sector (Shoaib et al., 2023).

2.3.3 Mediating Role of Job Satisfaction

A key component of the study examines how work satisfaction influences the relationship between retention intention and work design. The evaluation of the impact of work design is facilitated by the lens of job satisfaction, which offers insights into how the nature of work, tasks, and responsibilities affect the general levels of satisfaction among IT professionals. Deciphering the complex relationships between work design and retention intention in the

unique context of Pakistan's IT industry requires an understanding of the mediating function of job satisfaction (Shoaib et al., 2023).

2.3.4 Particular Attention to Pakistan's IT Industry

The topic of the inquiry is contextual by nature, with a particular emphasis on Pakistan's information technology industry. This regional specificity acknowledges that Pakistani-specific organizational, cultural, and economic factors may have an impact on work design, retention intention, and job satisfaction. The study intends to offer focused insights that correspond with the experiences and difficulties faced by IT professionals in Pakistan by focusing the research within this geographic and industrial context. This will aid in the creation of customized strategies for talent retention (Quratulain et al., 2016).

2.3.5 Opportunities and Challenges Unique to the IT Industry

The inquiry recognizes the opportunities and difficulties unique to the Pakistani IT sector. This entails acknowledging the influence of quickening technological progress, the worldwide scope of IT work, and the changing demands placed on IT specialists. The research aims to identify practices that improve job satisfaction and retention intention by analyzing work design in the context of these opportunities and challenges. This will ultimately contribute to the growth and sustainability of Pakistan's IT industry (Shah & Asad, 2018).

2.4 Theories

2.4.1 Herzberg's Two-Factor Theory

A recent study by Low Chun included Herzberg's Two-Factor Theory which is probably examined in Low Chun Chiat's research study about worker motivation and job satisfaction. According to Herzberg's theory, some elements—referred to as hygienic factors like pay and working conditions can avert unhappiness but do not intrinsically inspire workers. On the other hand, intrinsic motivation and job satisfaction are driven by motivator factors like challenging work and recognition. Using Herzberg's theory, Low Chun Chiat might look into how these elements show up in a particular industry or organizational context, possibly Pakistan's IT sector, as the original thesis topic suggested. To provide insights into how businesses can create environments that actively promote employee motivation and satisfaction while also preventing dissatisfaction, the study most likely examines the interaction between hygiene and motivator factors. This is especially important given the competitive and quickly changing nature of the IT industry (Chiat & Panatik, 2019).

2.4.2 Social Exchange Theory and Human Capital Theory

Social Exchange Theory offers a valuable framework for understanding the reciprocal relationships between employees and organizations. In the context of work design, employees perceive the quality of their work environment as a form of exchange with the organization. The principles of reciprocity and mutual benefit become crucial in shaping employees' commitment and retention intentions. In the dynamic IT sector of Pakistan, where talent is a prized asset, organizations must recognize work design as a critical offering in the social exchange. Positive elements such as challenging tasks, autonomy, and skill development opportunities contribute to the perceived reciprocity. As employees receive favourable work conditions, they are more likely to reciprocate with heightened commitment and intentions to stay, fostering a positive cycle of engagement and loyalty.

Human Capital Theory

Human Capital Theory posits that individuals invest in their skills and knowledge, considering them as valuable assets. In the IT sector, characterized by rapid technological advancements, a well-designed job becomes a platform for continuous learning, skill development, and exposure to cutting-edge technologies. This aligns with the principles of HCT, where the organization becomes an essential partner in enhancing employees' human capital. Organizations that invest in their employees' skills through well-designed jobs are more likely to retain talent. The accumulation of human capital not only enhances individual productivity but also contributes to the organization's competitiveness in the market. The dynamic nature of the IT sector in Pakistan makes the continuous development of human capital imperative for organizations seeking to maintain a skilled and innovative workforce. The integration of SET and HCT reveals a symbiotic relationship between the social exchange dynamics and the accumulation of human capital. A well-designed work environment, perceived positively in the social exchange, becomes a mechanism for investing in employees' skills and knowledge. This integration emphasizes that the positive social exchange, facilitated by work design, contributes not only to immediate job satisfaction but also to the long-term development of human capital.

In the IT sector of Pakistan, where competition for skilled professionals is intense, this integrated perspective provides a comprehensive understanding of the mechanisms influencing retention intentions. Employees, recognizing the reciprocal nature of the social exchange and the organization's role in their professional growth, are more likely to exhibit higher levels of job satisfaction and a commitment to stay. The application of SET and HCT to the IT sector of

Pakistan acknowledges the unique dynamics and challenges faced by organizations. The sector is characterized by a constant need for innovation, adaptation to technological changes, and a competitive landscape. Understanding the intricate interplay between work design, job satisfaction, and retention intention is crucial for organizations seeking to navigate these challenges and establish themselves as employers of choice.

In this context, work design is not merely a functional aspect but a strategic imperative. Organizations need to align work environments with the expectations of the workforce, ensuring that the social exchange is mutually beneficial. By providing challenging tasks, autonomy, and continuous learning opportunities, organizations can create a positive social exchange that contributes to both immediate job satisfaction and the long-term development of human capital.

The impact of work design on retention intention in the IT sector of Pakistan is a multifaceted phenomenon, intricately linked to social exchange dynamics and the development of human capital. By applying Social Exchange Theory and Human Capital Theory, organizations can gain deeper insights into the mechanisms influencing talent retention. This integrated perspective emphasizes the need for a holistic approach to work design, recognizing its role not only in immediate job satisfaction but also in fostering a continuous exchange that enhances employees' skills and knowledge.

As the IT sector in Pakistan continues to evolve, organizations that prioritize the principles of social exchange and human capital development through well-designed work environments are likely to thrive in attracting, retaining, and nurturing top-tier talent. This research contributes to the growing body of knowledge in talent management, providing actionable insights for organizations aiming to excel in the competitive landscape of the IT industry in Pakistan.

Zayed et al.'s study, which focuses on human capital theory and social exchange theory, may explore the relationship between employee retention and the quality of social exchanges between the organization and its workforce. Specifically, the study looks at how training initiatives and other investments in human capital affect these relationships. Social exchange theory and human capital theory are crucial when it comes to employee retention in a company. According to the theory of human capital, investments made in the skills and knowledge of employees increase their overall value, which in turn leads to higher rates of productivity and retention. This implies that companies that place a high priority on opportunities for ongoing learning and development will have an easier time keeping workers who feel their company

cares about their professional development. In addition, social exchange theory highlights the reciprocity of social relationships and proposes that workers who perceive their contributions are valued and appreciated are more likely to remain with the company.

This framework, which has its roots in systems theory, recognizes that organizations are intricately linked systems and that, for them to function optimally, conflicting interests, objectives, and procedures must be balanced. It implies that to keep a harmonious balance, organizational leaders should constantly evaluate and modify organizational structures, policies, and strategies. According to this theory, organizations must manage change while preserving stability to create an atmosphere where new ideas and flexibility coexist with long-standing practices and routines. In a business environment that is changing quickly, achieving and maintaining organizational equilibrium is seen as essential to long-term success (Khalid & Nawab, 2018).

According to a recent study by Mahpara Shah in 2018, the sociological field of social exchange theory offers a lens through which to view the dynamics of social interactions, transactions, and relationships. This theory holds that social interactions and economic exchanges are similar in that both involve people trying to maximize benefits and minimize costs. The basic assumption is that individuals enter into relationships and interactions with the hope of reaping rewards or favorable consequences for their efforts. The fundamental principle of social exchange is reciprocity, which emphasizes the notion that people react favorably to those who give them incentives or assistance. Mutual understanding and trust are essential components of a healthy social exchange. Social Exchange Theory provides insights into the dynamics of cooperation, commitment, and satisfaction in a variety of social settings, with applications spanning from interpersonal relationships to organizational contexts (Shah & Asad, 2018). Their work, which was published in August 2018, includes a meta-analysis that highlights the theory's predictive ability to elucidate employees' decisions to remain in their current roles. This predictive value includes positive work outcomes like in-role and extra role performance, going beyond simple retention. The theory's relevance extends beyond organizational contexts; it has been noted in a variety of international contexts and the for-profit and not-for-profit sectors. Furthermore, the study shows that people who are more job-embedded not only have lower absenteeism and counterproductive behavior rates but also have higher retention rates. By pointing out additional antecedents, moderators, and consequences, Holtom and Darabi's work adds to the theoretical richness of job embeddedness and gives researchers and practitioners a more nuanced understanding of the factors influencing employee retention. The

theory's practical implications provide organizations with valuable insights to improve overall work outcomes by increasing job embeddedness (Holtom & Darabi, 2018).

2.5 Theoretical Foundational Theory

A theoretical foundational theory as described by Gen and his team acts as the cornerstone around which the investigation and comprehension of a specific topic or phenomenon are constructed. It offers the core ideas, frameworks, and principles that direct investigation and analysis in a particular field of study. In essence, it provides the theoretical framework that guides research questions, methodology choices, and conclusions drawn from the data. This fundamental theory serves as a conceptual framework, providing understanding that enables researchers to analyze, interpret, and forecast phenomena. It acts as an intellectual compass, providing a foundation for research questions and assisting in the methodical advancement of knowledge within a particular field. Essentially, a theoretical foundational theory offers the framework required to build and progress scholarly discourse and empirical investigations in a logical and organized way (Gan & Yusof, 2019).

2.5 Theoretical Framework

2.5.1 Work Design Theory and the Job Characteristics Model

The theoretical framework's primary tenet is Work Design Theory, with a particular emphasis on the Job Characteristics Model (JCM). The broad framework for comprehending how job task organization and structure affect employee experiences and outcomes is provided by work design theory. A pillar of Work Design Theory, the JCM identifies crucial job attributes that have a direct impact on motivation and job satisfaction, including task variety, autonomy, and feedback. Given that Pakistan's IT industry places a strong emphasis on technology and dynamic roles, it is imperative to comprehend how these job characteristics support or undermine retention intentions. This theoretical framework directs the exploration of the particular components of work design that mold the experiences of IT professionals and, in turn, impact their desire to remain in the field (Aleem & Bowra, 2020).

2.6 Variables of SUI

2.6.1 Job Autonomy

Within the study's framework, job autonomy is identified as a crucial variable. The degree of control and discretion that employees have over their work tasks and decisions is referred to as

job autonomy. Higher job autonomy may lead to higher job satisfaction and engagement among employees in the fast-paced IT industry, where creativity and problem-solving skills are critical. This variable examines how autonomy affects the sense of purposeful work and the desire of IT professionals to remain in their current positions while taking organizational expectations and independence into account. This component becomes especially important in Pakistan's ever-evolving IT industry, where experts frequently manage challenging projects. Beyond just considering decision-making freedom, job autonomy examines how professionals' sense of ownership and role satisfaction are impacted by the trade-off between independence and organizational expectations. Within the particular context of the Pakistani IT industry, the study investigates whether a greater degree of autonomy fosters a more meaningful work experience, influencing retention intention (Qasim et al., 2022).

2.6.2 Skill Variety

Another important factor being examined in the study is skill variety, specifically in Pakistan's IT industry. It has to do with how many different kinds of skills and abilities a job requires. Diverse skill sets are essential for professionals in the quickly changing IT industry to meet new challenges and stay up to date with emerging technologies. This variable explores the relationship between job satisfaction and retention intention as a result of the variety of skills needed in IT roles. An understanding of the significance of ongoing skill development in retaining talent within the Pakistani IT industry can be gained by analyzing the relationship between professionals' dedication to their roles and the variety of skills they possess. The study recognizes the significance of ongoing skill development in keeping talent within the Pakistani IT sector and investigates whether skill variety influences both job satisfaction and retention intention. Gaining an understanding of how professionals view the depth of skills necessary for their roles allows for more nuanced insights into the elements that influence their retention (Nawaz et al., 2012).

2.6.3 Task Significance

One relevant variable in determining retention intention in the Pakistani IT sector is task significance, which relates to the perceived impact and importance of one's work. In the information technology sector, where projects frequently foster innovation and organizational success, task significance emerges as a critical component affecting job satisfaction. This variable examines the importance of tasks to IT professionals and how that affects their commitment to their roles. Comprehending the importance of the task at hand offers

sophisticated perceptions of the aspects of motivation that support retention in the particular setting of Pakistan's IT industry. This study explores how professionals understand the importance of their work while taking larger organizational and societal ramifications into account. Beyond the perceptions of individual roles, task significance is examined to determine whether job satisfaction and retention intention are influenced by a sense of purpose and meaningful contribution. Gaining an understanding of how IT professionals relate their work to larger goals can help you better understand the motivational factors that affect retention in the Pakistani IT sector (Shah & Asad, 2018).

2.6.4 Feedback

One of the study's variables, feedback, is how much information employees get about how they're doing. Feedback is a critical factor in determining employee experiences in Pakistan's IT industry, where ongoing improvement is imperative. This variable looks into how IT professionals' intentions to stay in their jobs are affected by the type and frequency of feedback they receive. Analyzing the connection between retention and feedback offers important insights into how communication and performance reviews support the development of a supportive work environment that attracts and retains talented employees. This variable examines how professionals' perceptions of their contributions and competence are shaped by the quality and frequency of feedback, in addition to its evaluation function. The study looks into whether or not effective feedback mechanisms affect Pakistani IT professionals' intentions to stay in their jobs as well as their level of job satisfaction. Gaining insight into how feedback functions in communication and acknowledgment can help create a positive work environment that helps retain talented employees in the cutthroat IT sector (Singh, 2019).

2.6.5 Work Relationship

In the study of work design and retention intention in the Pakistani IT sector, work relationship which includes the caliber of interpersonal interactions within the workplace is a critical variable. The collaborative nature of IT projects means that job satisfaction can be greatly impacted by the relationships team members and supervisors have. This variable examines how IT professionals' overall work experience is influenced by positive work relationships, which in turn affects their intention to remain in their current roles. Analyzing work relationships gives the research a social component by acknowledging the role that interpersonal dynamics play in determining the retention landscape in the setting of the Pakistani IT sector. The study investigates how professional job satisfaction and retention intention are affected by positive

work relationships in a collaborative industry such as information technology. This variable looks at how relationships between supervisors and employees, teamwork, and communication impact professionals' commitment to their jobs, in addition to task-oriented interactions (Quratulain et al., 2016).

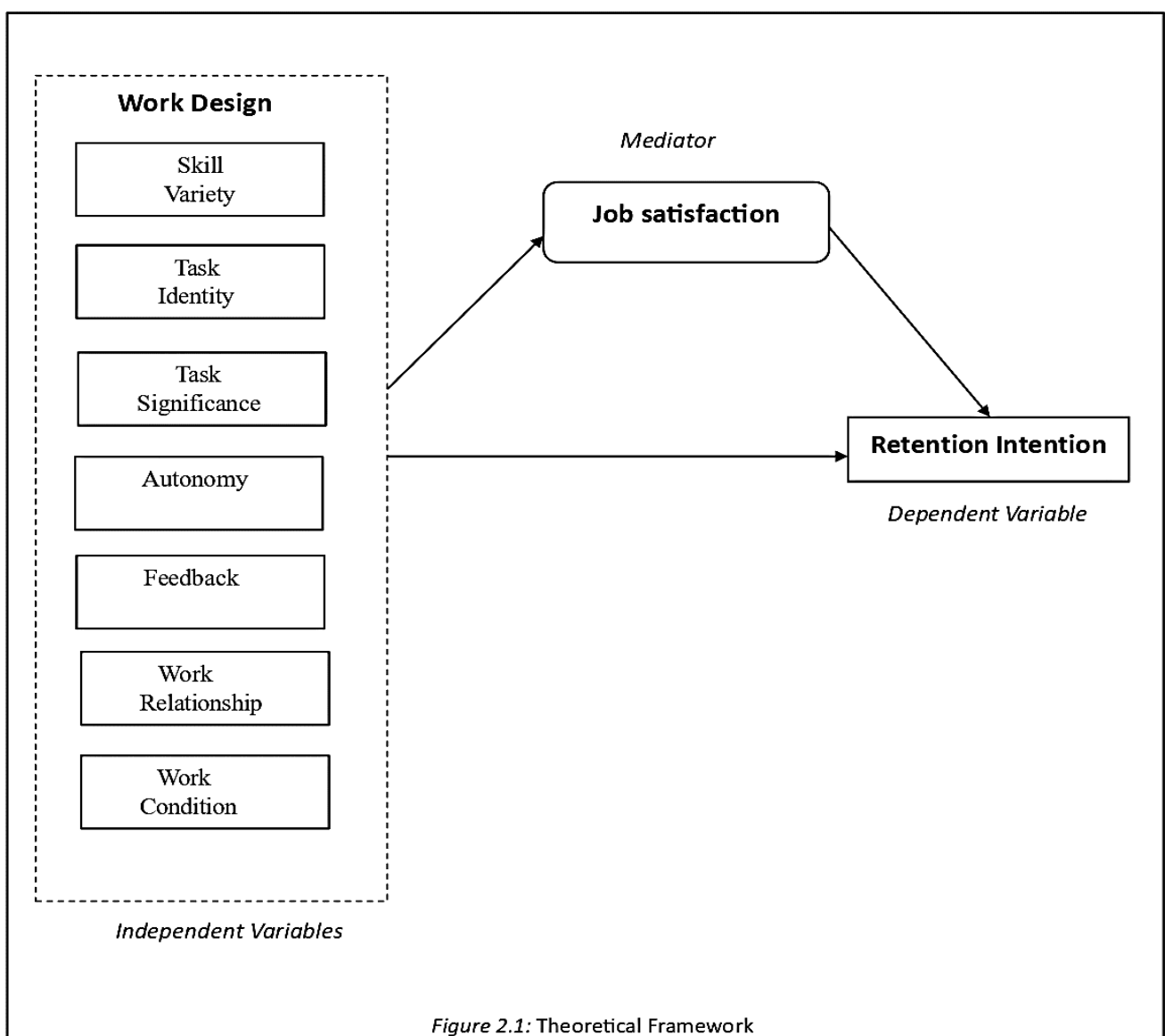
2.6.6 Workload Demands

These are the amount and type of tasks that are allocated to staff members. In Pakistan's IT industry, where deliverables and project deadlines frequently set the pace of work, it is critical to comprehend how workload demands affect job satisfaction and retention intention. This variable investigates how workload affects IT professionals' perceptions of stress and strain at work, and whether or not high demands interfere with their desire to remain in their current positions. One important variable in the study is workload demands, which relate to the amount and complexity of work that IT professionals are assigned. The study looks at how workload demands affect professionals' stress levels and job strain in the fast-paced Pakistani IT industry. This variable goes beyond a quantitative evaluation to examine the qualitative aspects of workload, taking into account whether high demands make it difficult to be satisfied at work and make retention issues worse (Upadhyay et al., 2019).

2.7 Theoretical Framework

2.7.1 Hypothesis Development

A key stage in this research process is hypothesis development, which expands on the deep understanding gained from the thorough literature review. Based on the literature's detailed understanding of motivational job characteristics, work relationships, work conditions, and organizational factors, the hypotheses presented here explore the complex dynamics influencing retention intentions in Pakistan's IT industry. In addition to bridging theoretical foundations with empirical research, the hypotheses will shed light on the intricate interactions



among variables that contribute to the complex retention landscape in Pakistan's quickly developing IT sector. This stage is crucial because it is when theoretical ideas come together to form testable hypotheses, paving the way for a thorough empirical investigation into how work design affects retention intention (Shoaib et al., 2023).

H1: There is positive relationship between Work design and retention intention.

H2: There is positive relationship between work design and job satisfaction.

H3: There is positive relationship between Job satisfaction and retention intention.

H4: Job Satisfaction mediates the relationship between work design and retention intention.

4.9 Summary of Chapter

This chapter examines the body of research on the impact of work design on retention intention in the IT industry in Pakistan. It summarises research on organizational factors (workload demands, career development opportunities, organizational support, and work-life balance), work relationships, work conditions, and motivational job characteristics (job autonomy, skill variety, task identity, task significance, and feedback). The review emphasizes how these elements are interrelated and how they affect employee retention and satisfaction as a whole.

CHAPTER 03

METHODOLOGY

Introduction

This chapter deals with the research design and methodological approach of the study. It contains the research strategy, sampling techniques, data collection plan and measurement of variables along with their relevant sources for the constructs of the study.

3.1 Research approach

In research, there are two main approaches, known as qualitative research approach and quantitative research approach. This study is using a quantitative research approach. According to Creswell (1994), for studies with clearly structured hypothesis, quantitative research strategy is most suitable. In quantitative research, data collection and analysis are done in order to find correlations between variables. Basically, it's a hypothesis testing approach where data analysis leads towards the confirmation or the rejection of the research hypothesis. Hence, this study is quantitative in nature as it collects and analyzes the data to test clearly defined hypothesis.

3.2 Research Type

This study is explanatory in nature. Explanatory study basically helps to explain a phenomenon. This study explains the untapped or less-discovered research topic of Human Resource management "Impact of Work Design on Retention Intention: A Mediating Role of Job Satisfaction in the IT sector of Pakistan. This study also lay the groundwork for future researches.

3.3 Research Design

This study explains the relationship of Work design and retention intention IT sector of Pakistan while considering the mediating role of Job Satisfaction . This study is using correlational research design. According to Koul (2009) correlational research design deals with the relationship among different variables and confirm the theory which study is presenting. Hence, this study follows the correlational research design as these accesses the association between the constructs of the Study.

Research Design

<i>Research Strategy</i>	Quantitative
<i>Research Purpose</i>	Explanatory
<i>Sampling Technique</i>	Convenient
<i>Unit of Analysis</i>	IT Sector Sample Size 270
<i>Research Instrument</i>	Structured Questionnaire
<i>Statistical Technique</i>	SPSS (Statistical Package for Social Sciences)

3.4 Sampling Technique

Sampling technique used in this study was convenience based non-probability sampling technique. It is a widely used sampling technique in social sciences researches (Sekaran, 2003). Sample firms were selected on the basis of easy access and availability.

Furthermore, the study was conducted as a cross-sectional study, in a non-contrived setting, for which data was collected in a period of fourteen days because of resource and time constraints.

3.4.1 Population

Population of our study comprises employees working in the Information Technology sector of Pakistan. The study encompasses a wide range of experiences, issues, and opinions, as guaranteed by the participation of experts from several roles within the IT sector. It is possible to explore how work design affects job satisfaction and retention intention in a nuanced way when considering the distinct needs and dynamics of various professions within Pakistan's diverse IT industry.

The focus will be on professionals with diverse roles, including but not limited to software developers, project managers, system analysts and IT consultants. With the understanding that work environments, organisational cultures, and socioeconomic factors may differ and have an impact on job satisfaction and retention, the study intends to include IT workers from different regions of Pakistan.

3.4.2 Sample Size

Sample size was determined in this study by using Morgan (1970) sampling method which helps to effectively determine the sample size. According to the recommendations of Morgan (1970), sample size of our study was determined to be 270. Sampling technique used in this study is convenient sampling. Convenient sampling technique was chosen for the ease of targeting the sample for collecting responses.

3.5 Research Instrument

The instrument used for this research was an adaptive structured questionnaire. This method is widely used worldwide to gather data for the research purpose. Most of the research uses this instrument. Online questionnaire made on “Google Forms” as it is convenient way of making a questionnaire and sharing with others.

The questionnaire was distributed in the different IT companies and questionnaire was filled by the employees working in IT company.

3.6 Data Collection Plan

The questionnaire has been adopted and used for collecting data from the employees working for IT sector of Pakistan through the distribution of structured questionnaires physically as well as by using the online mediums through “Google Docs” and collected data on personal basis. Questionnaires that has been collected have been compiled together and added within SPSS software to analyze the relationship between variables of this study.

3.7 Measurement Instruments

The constructs of the study have been developed from the literature available on work design, job satisfaction and retention intention. All the items adopted in this study were valid and reliable. Constructs of study were measured by using five-point Likert-type scale, as it is the most suggested scale, ranging from “strongly disagree = 1” to “strongly agree = 5”. The items of the scales are numbered differently. The details of the scales adopted and adapted are mentioned below.

3.7.1 Work Design (Independent Variable)

According to Hackman and Oldham (1975), there are seven variables that make up work design: autonomy, feedback, job significance, skill variety, work connection, and work

circumstances.

Generally, the scale used in this study was created utilising prior research, and the questionnaire was created with straightforward, objective language to ensure that respondents could readily comprehend the questions. JA was measured using four questions that were taken from Morgeson and Humphrey. Three items that were taken from Chen et al. and Morgeson and Humphrey were used to measure the SV. Five items that were taken from Sims et al. and Morgeson and Humphrey were used to measure the TI. The five elements from Hackman and Oldham as well as Morgeson and Humphrey were utilised to measure the TS. We measured factors, including FB, using five questions that we took from Morgeson and Humphrey. Five items taken from Morgeson and Humphrey were used to calculate WR.

3.7.2 Retention Intention (Dependent Variable)

The Scale of RI was measured using three items adopted from Diener.

3.7.3 Job Satisfaction (Mediating Variable)

Lastly, the scale of mediating variable which is Job Satisfaction is acquired from Abdullah et al., 2021. It is a 4-item.

3.8 Data Analysis Techniques

3.9 Reliability Statistics

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

Correlation

The correlation was utilised to determine the degree and intensity of the variables' relationship with one another, according to (Sekaran, 2000). The Pearson Correlation method, which is employed in this study, was the method that the researchers used the most.

Correlation Co-efficient

Taylor (1990) emphasises Relationships The coefficient range, often known as "r," is -1.0 to +1.0. Variables are discovered to be more closely related to one another when "r" is either closer to +1 or -1. When "r" is equal to "0," there is no link between the variables.

A rise in one variable would raise another, hence a positive "r" indicates an undesirable correlation between the variables. On the other hand, a negative "r" indicates an inverse connection, meaning that when one variable rises, the other falls. (Sekaran, 2000).

Regression

Regression analysis is used to find variations between independent and dependent variables. Regression analysis is used to find variations in any of the dependent variables while keeping the others constant. (Sekaran, 2000) discovered that it was beneficial to comprehend the connections between the variables, whether they are positive and inverse or mediating in nature. The variation between independent and dependent variables are identify by regression analysis.

3.10 Statistical Techniques

The data collected for this study was analyzed through different statistical tests and procedures, with the help of an extensively used software of social sciences' researchers, commonly known as SPSS (Statistical Package for Social Sciences).

The statistical analyses performed comprise the descriptive analysis for demographic data of respondents as well as for the study variables to develop a better understanding of the data (Thompson, 2006). Along with descriptive analysis the skewness and kurtosis values were also been checked, that are basically checked to examine the normality of the data,

where we found that all the skewness and kurtosis values fall within the standard cutoff values, i.e. -2 to +2, which is the indication for the normality of data (Hair et al. 2010). Then the reliability analysis was executed, in order to measure the internal consistency of constructs of our study Bryman & Bell (2011), and results showed that all variables had a Cronbach Alpha Coefficient of 0.60 and above. This proves that all questions under study were measuring their intended variables. Then bivariate correlation analysis was executed, through Karl Pearson's method to examine the strength of variables and the direction of relationship between two quantitative variables. Then to examine the study's first seven direct hypotheses, the simple linear regression analysis was conducted, to predict the relationship between an independent variable and a dependent variable. Regression analysis basically indicates the variation or per unit change brought in the dependent variable because of independent variable (Wetcher-Hendricks, 2011).

Then, mediation analysis was conducted to examine the last three indirect hypotheses of the study. We have tested our indirect hypotheses using the bootstrapping method suggested by Hayes (2013). As per the suggestion of Fein et al. (2022) key assumptions were considered and tested before conducting the mediation analysis. These assumptions are stated here:

- 1 A continuous scale must be used for the dependent, independent, and mediator variables (the variables of interest).
- 2 A linear relationship should exist between the factors of interest, which include the dependent variable, independent variables, and mediator variables.
- 3 Multicollinearity in the data is not allowed.

Chapter 04

Finding and Analysis

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

4.1 Reliability Statistics

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

4.1.1. Reliability Statistics

Variables	Cronbach's Alpha	No of Items
Work Design	0.949	24
Job Satisfaction	0.878	05
Retention Intention	0.696	03

Table 4.1: Reliability Statistics of variables

The Cronbach Alpha reliability analysis shows the reliability of the instrument (5-point Likert scale) used. The results of the reliability analysis of Work Design are $\alpha = 0.949$ shows that (α) > 0.700 as suggested by (U, 2003) that reliabilities in the 0.7 range are considered acceptable, and reliabilities above 0.8 are considered good, indicating that the variable items have good internal consistency and reliably measure the variables.

The results of the reliability analysis of Job Satisfaction are $\alpha = 0.878$ i.e. (α) > 0.700 , which means the instrument reliably measure the variables. The results of the reliability analysis of

Retention Intention are $\alpha = 0.696$ i.e. (α) > 0.700 (threshold value), which means the items of the variable have good internal consistency among the items of variable.

4.2 Descriptive Statistics:

Sector is reflected as one of the demographics in which respondents often feel reluctant to reveal the true sector or are unaware of exact sector. That is why, for the convenience of respondents, a wide series of choices was select to gather data about the sector of respondents. All respondents belong to IT Sector Descriptive statistics provide a quantitative summary of the data obtained. It defines the population's characteristics. Descriptive statistics have no bearing on forming hypothesis judgments. The frequency and demography of the population being studied are examples of descriptive statistics. Following are the descriptive statistics of the current research:

<i>VARIABLE</i>	<i>CATEGORIES</i>	<i>FREQUENCY</i>	<i>(%)</i>
<i>Gender</i>	Male	213	78.9
	Female	57	21.1
	Total	270	100
<i>Current Employer</i>	Systems	55	20.4
	Techaccess Pakistan	124	45.9
	Grace Technologies	76	28.1
	Others	15	5.6
	Total	270	100
<i>Location</i>	Karachi	55	20.4
	Islamabad-Rawalpindi	124	45.9
	Lahore	76	28.1
	Others	15	5.6
	Total	270	100
Table 4.2: Demographics Table			

The table summarizes the demographics and their percentages based on the sample respondents. The response rate by gender shows that out of the total 270 responses, 213 are male, making up 78% of the total sample size under study and the remaining 57 are female, making up 21% of the sample. The last demographic is the location of the employees. The response rate by location shows that out of a total of 270 responses, 124 are from Islamabad

and Rawalpindi, 76 are from Lahore, 55 are from Karachi and 15 are from other cities in Pakistan.

4.3 Correlation

The strong relationship between two variables is termed as correlation. When the strength among the two variables is high, it is interpreted to be high correlation. The test through which the correlation is studied on the available data is called correlation. It varies from -1 to +1 of a correlation- coefficient.

4.4 Correlations

		WD	JS	RI
	Pearson Correlation	.478	.469**	.336**
WD	Sig. (2-tailed)		1	.000
	N	270	270	270
	Pearson Correlation	.469**	.478	.506**
JS	Sig. (2-tailed)	.000		1
	N	270	270	270
	Pearson Correlation	.336**	.506**	.478
RI	Sig. (2-tailed)	.000	.000	
N		270	270	270

**correlation is significant at the level of 0.01 levels (2-Tailed)

Table no 4.3 for Correlations

The correlation test is used to provide information on the linear associations formed between our variables. There are two major things to observe whilst determining and understanding the correlations:

1. **Significance:** Obviously if there is no significant relationship between any two variables, the analysis becomes obsolete. The value 0.000 indicates perfect significance.
2. **Value:** This value depicts the strength of the relationship between two variables and the direction of the relationship (based on the positive or negative value) provided that the relationship is significant to be analyzed. A value lesser than 0.2 is weak, a value ranging from 0.2-0.5 is moderate in strength, a value ranging from 0.5-0.6 is a strong relationship and that ranging from 0.6-0.8 is a very strong relationship.
3. **WD and JS :** As observed, the linear association between these two variables is also significant as the p-value is a perfect 0.000 & the value of the correlation is 0. 478 indicating the moderate in strength and positive relationship to be.
4. **WD and RI:** As can be observed from the table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0. 336, which denotes a moderate in strength and positive relationship.
5. **JS and RI:** As observed, the linear association between these two variables is also significant as the p-value is a perfect 0.000 & the value of the correlation is 0. 469 indicating the moderate in strength and positive relationship to be.
6. **JS and RI:** As observed, the linear association between these two variables is also significant as the p-value is a perfect 0.000 & the value of the correlation is 0. 506 indicating the strong relationship and positive relationship to be.
7. **RI and WD:** As observed, the linear association between these two variables is also significant as the p-value is a perfect 0.000 & the value of the correlation is 0. 336 indicating the moderate in strength and positive relationship to be.
8. **RI and JS:** As observed, the linear association between these two variables is also significant as the p-value is a perfect 0.000 & the value of the correlation is 0. 506 indicating the strong relationship and positive relationship to be.

4.5 Regression Analysis

A further concept, called regression analysis, is used during the analysis of the data. This help in estimation of the relationship among all the variables, we used a linear regression study. The most important and accurate data can be given by such findings when obtained from this whole process.

Model Summary			
Model	R	R Square	Adjusted R Square
1	0.469	0.406	0.511
a. Predictors: (Constant), Work design			

Table no 4.4 (1) for regression (Model Summary)

Model 1: The first model is the one in which the R square value is 0. 406 or 40.6%, which can be interpreted as that 40.6% of variation in the value of the dependent variable (Retention Intention) is due to the independent variables (Work design).

ANOVA					
Model		df	Mean Square	F	Sig.
1	Regression	1	19.698	75.560	.000 ^b
	Residual	268	.261		
	Total	269			
a. Dependent Variable: Retention Intention					
b. Predictors: (Constant), Work Design					

Table no 2 for regression (ANOVA)

The significance level should be 0.05 and in this case the level of significance is 0.000 which is highly significant.

Coefficients				
Model		Standardized	t	Sig.
		Coefficients		
		Beta		
1	(Constant)		8.312	.000
	Work design	0.469	8.693	.000
a. Dependent Variable: Job Satisfaction				

Table no 3 for regression (Coefficient)

This above table indicates the magnitude and significance of relationship among the independent and dependent variables. The contribution made by work design is 0.469 or 46.92% with the significance of .000 to job satisfaction. It indicates that the independent variable (Work design) has caused a change in the dependent variable is 46.9 percent, with the t value to be 8.693 and positive.

4.6 Mediation Analysis

The regression analysis of mediation is validated using Preacher and Hayes's (2013) methodology. To predict the mediation influence in the current study, a mediation analysis is conducted. The table shows that the mediation study of the preacher and Hayes model 4 focused on the mediated variable "job satisfaction" A mediation analysis was performed to determine the job satisfaction's mediating role in the relationship between Work design and Retention Intention . The results demonstrated that work design had a significant ($p < 0.5$) direct impact on retention intention.

4.7 Mediation of Summary:

The total effect of Work design on Retention Intention

Effects	SE	t	p	LLCI	ULCI
.6508	0.367	17.672	.0000	.5784	.7323

Direct effect of Work design on Retention Intention

Effects	SE	t	p	LLCI	ULCI
.3855	0.5532	6.8877	0.000	.2783	.4942

Indirect effect of Work design on Retention Intention

Mediator Job Satisfaction	Effect	Boot SE	p	Boot LLCI	Boot ULCI
	.2642	.0712	0.0000	.1231	.4030

N=270

So there is the total effect of Work design on Retention Intention was found the significant (LLCI=.5784, ULCI=.7323, $p < .05$). The direct effect of Work design on Retention Intention through the Job satisfaction was found (LLCI=.2783, ULCI=.4942, $p < .05$). the indirect effect of Work design on Retention Intention through the Job satisfaction was found also the significant (LLCI=.1231, ULCI=.4030, $p < .05$). this shows that the association between the Work design and Retention Intention is fully mediating by job satisfaction. So H2 was also Supported.

The main focus of this study to see the how work design affected the Retention Intention in the IT sector of Pakistan. Online questionnaires were sent to the employees in different IT companies of which the two hundred seventy were filled and submitted successfully. After detailed analysis of the data using SPSS software. The hypothesis 1, 2, 3 and 4 were supported. The Work design was found to have a significant positive impact on Retention Intention. The Work design was found to have a significant positive impact on Retention Intention via employee engagement after the mediation study and employee engagement has also significant impact on Retention Intention.

4.8 Hypothesis Summary

Hypothesis	Statement	Results
H1	<i>There is positive relationship between Work design and retention intention</i>	Supported
H2	<i>There is positive relationship between work design and job satisfaction.</i>	Supported
H3	<i>There is positive relationship between Job satisfaction and retention intention</i>	Supported
H4	<i>Job Satisfaction mediates the relationship between work design and retention intention.</i>	Supported

Chapter 05

Discussion and Conclusion

This chapter includes the discussion and finding of the result, conclusion, future recommendation. The aim of this study was to investigate the relationship between impact of work design on retention intention with mediating role of job satisfaction in the IT sector of Pakistan. Based on the results conferred in the previous chapter, the following are the findings with respect to the hypothesis of the study.

H1: There is positive relationship between Work design and retention intention.

H2: There is positive relationship between work design and job satisfaction.

H3: There is positive relationship between Job satisfaction and retention intention.

H4: Job Satisfaction mediates the relationship between work design and retention intention.

H1: There is positive relationship between Work design and retention intention (Supported)

Strong support for H1 highlights how important work design is in influencing employees' intentions to stay with a company. Clearly, the way tasks are organised and created affects more than just functionality; it also has a significant impact on the psychological contract that exists between workers and the company. The results demonstrate that employees are more likely to feel positively about their work and, as a result, have a stronger intention to stay in a position that has been carefully created, taking into consideration factors like task diversity, autonomy, and skill variety. This emphasises how strategically significant thoughtful work design is as a key element in promoting staff retention. Businesses that put time and money into comprehending and improving work design will be in a better position to attract and retain talent. The study indicates that, in addition to the concrete facets of work positions, the intangible components—like a clear communication channel, a feeling of purpose, and alignment with organisational values—have a major impact on employees' dedication to staying with the company.

Moreover, the focus on job design suggests that a universal strategy might not be successful. To optimise employee engagement and, in turn, retention intentions, various jobs and individuals within the organisation may need customised work designs. This realisation pushes companies to create jobs in a more customized manner, considering each worker's distinct goals, interests, and skill sets.

H2: There is a positive relationship between work design and job satisfaction.

Work design encompasses various aspects, such as task variety, autonomy, feedback, and skill utilization. By focusing on these elements, organizations can create an environment that promotes employee well-being and job satisfaction. Providing employees with tasks that are challenging and varied can help prevent monotony and increase engagement. Allowing them autonomy in decision-making and providing regular feedback can enhance their sense of control and accomplishment. Additionally, ensuring that employees can utilize and develop their skills can contribute to a sense of fulfilment and personal growth. When employees perceive their jobs as well-structured and meaningful, they are more likely to experience job satisfaction. This satisfaction, in turn, can lead to higher levels of productivity, increased commitment to the organization, and lower turnover rates. Organizations have the opportunity to prioritize work design as a means of enhancing employee well-being. By creating a positive work environment that supports employees' needs for challenge, autonomy, feedback, and skill utilization, organizations can foster job satisfaction and contribute to the overall happiness and success of their employees.

H3: There is positive relationship between Job satisfaction and retention intention (Supported)

The direct contribution of job satisfaction to the enhancement of retention intention, as validated by H3, emphasizes the intrinsic value of creating a satisfying work environment. Beyond the structural components of work design, initiatives that directly improve overall job satisfaction emerge as a strategic avenue for promoting employee retention.

This finding aligns with the broader understanding that satisfied employees are more likely to exhibit positive workplace behaviours, including a commitment to staying with their current organization. It suggests that organizations should not only focus on optimizing work design but should also actively invest in initiatives that contribute to employees' overall job satisfaction. Creating a positive workplace culture, providing opportunities for personal and

professional growth, and fostering positive relationships within the workplace are key components of this strategy.

Moreover, the direct relationship between job satisfaction and retention intention underscores the importance of continuous monitoring and improvement of employee satisfaction levels. Regular surveys, feedback mechanisms, and open communication channels can be valuable tools for organizations to gauge job satisfaction and identify areas for enhancement.

H4: Job Satisfaction Significantly Mediates the Relationship between Work Design and Retention Intention (Supported)

The mediation effect indicated by H2 contributes to our understanding of the intricate links between work design and retention intention. As evidenced by the fact that job satisfaction serves as a mediator, high job satisfaction serves as a crucial link between the benefits of a well-designed job and its beneficial effects. The experiences that employees derive from their jobs on a psychological and emotional level are just as important as the structural aspects of work. This result is consistent with the body of research on job satisfaction and how important it is in influencing employees' attitudes and behaviours. A well-designed job fosters a good emotional connection between people and their responsibilities by providing the framework for them to feel fulfilment and satisfaction in their work. Thus, when workers are happy with their jobs, they are more likely to have a strong desire to stay with the company. Companies that understand that the influence of work design goes beyond its immediate consequences might take use of this insight. It provides the foundation for fostering an atmosphere at work where workers are motivated, engaged, and fulfilled. Reiterating the benefits of well-designed work on retention intention can be achieved by putting initiatives to improve job satisfaction into action. Examples of these activities include skill development opportunities, recognition programmes, and supportive management.

5.1 Practical Implications

The results of this study provide organisations with crucial practical insights on the retention of workers in the IT sector. This study shows that one way to improve employees' RI is through their views of the motivating aspects of their jobs. These results suggest that enhancing components of work design influences workers' job happiness, which in turn encourages RI among IT sector personnel. IT professionals, notwithstanding the potential for unique variations in job design. Thus, in order to raise the RI, organisations should develop methods within the framework of work design. Managers could, for instance, modify job roles to include

motivating traits that give workers a more fulfilling, demanding, and interesting place to work. Establishing a performance management system that gives staff members regular, helpful feedback on their work can help them see areas for growth and accomplish their objectives more successfully. Since younger employees have higher expectations for their jobs than their older coworkers do, organisations should also provide training programmes, workshops, and mentorship opportunities to help employees build their knowledge, enhance their abilities, and advance in their professions.

5.2 Conclusion

In conclusion, the comprehensive analysis of these hypotheses provides a nuanced understanding of the relationship between work design, job satisfaction, and retention intention. The strategic implications for organizations are clear: thoughtful work design serves as a foundation, while job satisfaction acts as a catalyst, both influencing employees' decisions to stay within an organization. By recognizing and acting upon these dynamics, organizations can cultivate a workplace that not only attracts but retains top talent, ultimately contributing to long-term success and sustainability. This study investigated the impact of work design which is the combination of job characteristics model (JCM) and the job demand-resources (JD-R) model which affect the job satisfaction of employees working in it sector. This study examined how work design—a blend of the job demand-resources (JD-R) model and the job characteristics model (JCM)—affects workers' job satisfaction in this industry.

This study shows that circumstances, WRs, and motivating job features significantly affect RI through job satisfaction. Work autonomy, diversity of skills, importance of the task, and feedback are important indicators of both RI and job happiness. Moreover, comfortable work environments and supportive work relationships among coworkers can boost employee job satisfaction, which raises RI. Higher job satisfaction levels increase an employee's likelihood of sticking in their existing positions. Thus, enhancing WCs and connections and integrating motivating job qualities into job design can boost RI and job satisfaction. Consequently, this encourages staff retention and helps the company reach its objectives.

5.3 Limitations and Future Research Directions

This study has some limitations that should be considered when interpreting the results and drawing their implications. Limitations are the barriers and constraints that are applicable to a study, for instance, a study conducted in a specific class and region may not produce related results if conducted in another region. A major limitation was the limited time frame and

different geographical regions may produce different results keeping demographics in mind. This study is only limited in the IT sector. study is cross-sectional and is conducted at a specific time. Sufficient time must be provided for the researcher to have a comprehensive study. So similar studies conducted anywhere else will produce different results. With passing time, people may shift their opinions. The limited size of the sample may have served to limit the extent to which this research paper results apply.

Methods for collecting longitudinal data should be used in future research. Although job satisfaction was the mediator in this study, other mediating factors, such work engagement, might be the subject of future research. Subsequent investigations may endeavour to incorporate more job design-related constructs into the research model in order to uncover a more profound and comprehensive comprehension. Although moderators are important when it comes to independent and dependent variables, they are not used in this study. The results reached currently could change if a moderator is added in the future

Appendix A

Questionnaires:

Dear Respondents,

Hope you are doing well!

I am conducting a research survey for my MBA thesis and would greatly appreciate your participation, which will only take a minute (not sure). Your input is valuable, and I thank you in advance for your contribution. If possible, please consider sharing this survey with your friends. Your support is highly appreciated.

Impact of work design on retention intention: A Mediating Role of Job Satisfaction in the IT sector of Pakistan

Scales:

Five points scale: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly agree (5)

Basic Information	
Gender	
Experience	
Education	
Organization Name (if comfortable)	

	Items	SD	D	N	A	SA
	Work Design Job Characteristics Model (<i>Job Autonomy, Skill Variety, Task Significance, Task Identity, Feedback</i>)					
1	The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
2	The job provides me with significant autonomy in making decisions.	1	2	3	4	5
3	The job allows me to make decisions about what methods I use to complete my work.	1	2	3	4	5
4	The job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5
5	The job requires a variety of skills.	1	2	3	4	5
6	The job requires me to utilize a variety of different skills to complete the work.	1	2	3	4	5
7	The job requires me to use a number of complex or high-level skills.	1	2	3	4	5
8	The results of my work are likely to significantly affect the performance of my team.	1	2	3	4	5
9	The job itself is very significant and important in the organization.	1	2	3	4	5
10	The work performed on the job has a significant impact on people inside the organization.	1	2	3	4	5
11	The job is arranged so that I can do an entire piece of work from beginning to end.	1	2	3	4	5
12	The job allows me to complete work I start	1	2	3	4	5
13	The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.	1	2	3	4	5
14	The job itself provides feedback on my performance.	1	2	3	4	5

1 5	I receive feedback on my performance from other people in my organization (such as my manager or coworkers).	1	2	3	4	5
1 6	My colleagues find me easily approachable and helpful.	1	2	3	4	5
Work Relationship						
1 7	My team members trust me and extend their full cooperation.	1	2	3	4	5
1 8	I lose my motivation to work when there is a lack of cooperation at work.	1	2	3	4	5
1 9	There is a lack of open communication among members in our organization.	1	2	3	4	5
2 0	Group members share ideas and opinions.	1	2	3	4	5

	Work Conditions	SD	D	N	A	SA
2 1	The workplace is free from excessive noise.	1	2	3	4	5
2 2	The climate at the workplace is comfortable.	1	2	3	4	5
2 3	The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.).	1	2	3	4	5
2 4	The job occurs in a clean environment.	1	2	3	4	5
Job Satisfaction						
2 5	I am satisfied with my coworkers.	1	2	3	4	5
2 6	I am satisfied with my working at this company.	1	2	3	4	5
2 7	I am satisfied with my supervisor.	1	2	3	4	5

28	I feel well satisfied with my present job.	1	2	3	4	5
29	Most days I am enthusiastic about my work.	1	2	3	4	5
Retention Intention						
30	I will probably look for a new job in the next year.	1	2	3	4	5
31	I will likely actively look for a new job in the next year.	1	2	3	4	5
32	I often think about quitting.	1	2	3	4	5

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Project Title	Impact of Work Design on Retention Intention: A Mediating Role of Job Satisfaction in the IT sector of Pakistan

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	22-Sep-2023	Office	About thesis overall concept, Topic selection	<i>Amna Javed</i>
2	23-Oct-2023	Office	Chap #1 review and discussion	<i>Amna Javed</i>
3	7-Nov-2023	Office	Chap #2 review and disunion about research methodology	<i>Amna Javed</i>
4	20-Nov-2023	Office	Theoretical framework and Questionnaire review	<i>Amna Javed</i>

Progress Satisfactory

Progress Unsatisfactory

Remarks: Student completed work on time

Signature of Supervisor: *Amna Javed* Date: **8-Jan-2024**

Note: **Students attach 1st & 2nd half progress report at the end of spiral copy.**



2nd Half Semester Progress Report & Thesis Approval Statement

Name of student(s)	Amna Javed
Enrollment No.	01-321222-007
Thesis Title	Impact of Work Design on Retention Intention: A Mediating Role of Job Satisfaction in the IT sector of Pakistan

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	14-Dec-2023	Office	Data review and software discussion	<i>Amna Javed</i>
6	25-Dec-2023	Office	Result review and chap 4 discussion	<i>Amna Javed</i>
7	5-Jan-2024	Office	Final review and plagiarism checked and changes suggested.	<i>Amna Javed</i>

APPROVAL FOR EXAMINATION

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