

Human Resource Practices and Employee Turnover Intentions: Do Organizational Commitment Mediates and Social Support Moderates the Relationship?

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Abstract---Banking sector is considered as backbone of any economy. The triumph of any business depends on its employees and banking sector has no exception to it. Every business organization develop rules to retain their loyal and hardworking employees, yet businesses all over the world face the issue of employee turnover, which is a consequence of employee turnover intentions. In Pakistan banking sector is among those industries where employee turnover is very high and employee switching is a big challenge for the banks. Employees with turnover intentions do not only cause the issue of employee turnover but their performance is also low as compared to loyal employees. One of the several reasons behind employee turnover intentions are human resource practices which helps in the development of organizational commitment among employees. Social support, if received, is a major hurdle in development of employee turnover intentions. In the literature, it has been observed that research over the issue of employee turnover intentions has explicitly focused on human resource practices. However, role of human resource practices in developing organizational commitment and its influence over the employee turnover intentions has not gained much attention. Similarly, the role of social support has also not been catered simultaneously with organizational commitment. Thus, the purpose of this study is to identify the mediating role of organizational commitment and moderating role of social support between human resource practices and employee turnover intentions. The findings of the study enrich social exchange theory by adding the mediating role of organizational commitment and moderating role of social support. The results support the entire framework developed in the study.

KeyWords---Social support, Organizational commitment, Turnover intentions, HR practices, Banking sector.

I. INTRODUCTION

All over the world Employee Turnover (ET) has been observed as a major challenge. For several years the understanding of the concept of ET has become a major issue (Bendickson, Gur, & Taylor, 2018). Indeed, it is a major problem for organizations in changing business environment (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019).

ET increases the possibility of losing excellent employees (Stanley, Vandenberghe, Vandenberg, & Bentein, 2013). It has been noticed that Human Resource Practices (HRP) have drawn increased attention for the impacts on employee turnover (Stanley, Vandenberghe, Vandenberg, & Bentein, 2013). The departure of employees is often unexpected and self- initiated;

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hence retaining employees is a critical task. In spite of several studies on ET, it is still a vibrant area that require further research (Bendickson, Gur, & Taylor, 2018) and yet there is hardly any standard framework developed to understand this concept as a whole.

Many factors have been identified that can interpret ET phenomenon (Kuypers, Guenter, & Emmerik, 2018). Earlier researchers claimed that even after significant research on ET and Employee Turnover Intention (ETI), there is still a confusion that on what grounds employees decide to quit or continue with the organization. ETI is goal of employee to exit the organization permanently (Shah & Asad, 2018). The study of ETI is difficult because employees who left are hardly traceable and if contacted for survey the response rate is usually low. ETI is considered important in the turnover literature, in many studies, ETI has been viewed as the best predictor of actual turnover (Cohen, Blake, & Goodman, 2016). According to Lin and Liu (2017) turnover is often used as the final outcome variable in ETI studies, because it is easier to measure and tends to be more accurate.

Literature on ETI has focused on job related factors such as role conflict, role ambiguity, role overload, job tasks, working atmosphere, job flexibility; demographic factors such as gender, age, marital status, education, tenure, personal factors such as work-family conflict, relationship with supervisor, conflict with management (Gupta, 2017). Organizational factors such as institutional control (Shabbir, Asad, Faisal, & Salman, 2019), size and type (Khalil, Asad, & Khan, 2018), employee benefits, external factors such as external job market (Alkhuzaie & Asad, 2018), opportunity, extrinsic rewards, employee work-life such as professional development, technical and administrative. Theoretically, it has been well accepted that HRP usually reduce the ETI (Shah & Asad, 2018). Similarly, employees are less likely to leave, rather stay longer with organizations when organizations adopt positive HRP such as job security, compensation system, promotion opportunities, training and development, and performance appraisal (Asad, Haider, Akhtar, & Javaid, 2011; Alimudin, Arasy, Sasono, & Wulandari., 2017; Ali & Mehreen, 2019). Therefore, more attention should be paid to understand the specific factors that are responsible for employees' turnover decision.

Other than HR practices, Social Support (SS) is also considered to have a significant impact over ETI (Shah & Asad, 2018). When employees feel comfortable in the environment because of Social Support, they feel motivated to stay with the organization which reduces ETI (Giauque, Anderfuhren-Biget, & Varone, 2019). However, SS is taken as a mediator by Shah and Asad (2018), whereas, Schalkwijk, Blessinga, Willemen, Werf, and Schuengel (2015) considered that SS has a moderating influence, which provides justification to further study the influence of SS. Along with SS another important factor is Organizational Commitment (OC). It is suggested that positive HRP develops OC (Nawaz & Pangil, 2016) which reduces ETI (Gatling, Kang, & Kim, 2016; Nawaz & Pangil, 2016). However, the combined effect of HRP on OC and OC on ETI as outcome has hardly been studies. Furthermore, the very few studies, identifying the mediating role of OC, have been conducted in the western context only.

Scholars and researchers are continuously striving their level best to the contextual determinants of ET because context is critical to comprehend the phenomenon (Kuypers, Guenter, & Emmerik, 2018). Indeed, the nature of ET phenomenon is complex, and the reasons behind ET vary on contextual basis. Thus, more research is still needed on ETI because depending upon the demographics reasons of ETI vary and even the reasons differ within the same industry (Chethiyar, Asad, Shaari, Rathakrishnan, & Sivamani, 2018). Most of the pragmatic studies on ET have been conducted in western context, mainly focused in US, Canada, UK, and Australia characterized by a developed economy, relatively advanced educational levels (Chiang & Hsieh, 2012). Consistent with this notion, Grissom, Viano, and Selin (2016) argued that research context is important for understanding the phenomenon of ETI. Due to the less focus on ETI, particularly more research on ETI is still

needed in the Asian context (Jin, McDonald, & Park, 2018). The findings of those studies may not be applicable to other contexts, for example, Pakistan in particular (Asad, Ahmad, Haider, & Salman, 2018).

Employee turnover is a nagging problem for many private Banks in Pakistan (Pahi, Hamid, & Khalid, 2016). Employee turnover is a serious problem for the management of private banks of Pakistan as identified by Pahi, Hamid, and Khalid (2016) who expressed that employee switching is a common phenomenon in banking industry. Thus, a study of ETI in banking sector may provide supplementary insights into the ETI phenomenon because the issue is currently very high in the banking sector. In addition, the current research is expected to enrich ETI literature in the Asian context focusing Pakistan.

To the best of the researcher's knowledge, there is hardly any empirical study on the relationship between HRP and ETI in the context of banking sector in Pakistan has been conducted identifying the mediating role of OC and moderating role of SS. Therefore, to advance our understanding of ETI, this study is expected to examine the mediating role of OC and moderating effect of SS on the relationship between HRP and ETI in context of private banks in Pakistan. The study is theoretically significant because the present study will add to the existing body of knowledge regarding ETI literatures. The study will further extend the social exchange theory by adding moderating effect of SS and extending it to ETI.

II. Literature Review

Literature review covers the available work in the field of ETI, HR practices, OC, and SS. Furthermore, the concept of ETI, and the reason why ETI has been used in this study rather than actual ET has been justified in the literature review. Furthermore, the literature review justifies all the variables used in the study independently. The literature also covers the underlying theory which has been attempted to be enriched has been discussed.

III. Employee Turnover Intentions

Employee turnover intentions, although mainly concerned to professionals of HR department, but now in the challenging world, academicians and practitioner have also started paying attention to the issue because of its detrimental effects on the business. Currently human resource is considered as the most valuable resources among all resources, however, controlling this resource is the most challenging task (Haider, Asad, & Fatima, 2017). ET is permanent exit of an employee from the organization. Mostly scholars considered ET and its proxy ETI as the type of removal of employee (Arnoux-Nicolas, Sovet, Lhotellier, Fabio, & Bernaud, 2016). However, ETI and ET can be distinguished easily. ET is actual movement of the employee to other organizations, whereas, ETI represent behavior and probability of exiting the organization (Ibrahim, Hilman, & Kaliappen, 2016). Researchers defined ET as rotation of employees in the market, between the firms, jobs, and occupations (Cohen, Blake, & Goodman, 2016) and the organization may lose its valuable employees. ET a consequence of ETI is costly because of additional cost on advertisement, recruitment, selection, and hiring of new employees. Academicians and practitioners, therefore, pay special attention to ETI (Kim & Fernandez, 2017).

Basically, three major reasons cause due to which employees exit the organization, such as retirement and dismissal which are initiated by the organization, and voluntary resignation which is employee's own decision to leave the organization (Gatling, Kang, & Kim, 2016). In other words, employees may leave work willingly or the organization may fire or terminate its employees. Employee turnover is expensive in the forms of monetary cost of replacing new employees, training and developing expenses, disruptions of teaching and research programs, extra workloads on others, and time of experts given to the hiring new employees (Asad, Haider, Akhtar, & Javaid, 2011). When employees leave organization willingly it is called voluntary ET which is a consequence of ETI. That is why considering the overall impacts of ET, the organizations

must pay more importance towards ETI. The major reason behind ETI is considered as HRP however, the literature has controversies regarding the impact of HRP on ETI (Asad, Haider, Akhtar, & Javaid, 2011; Cohen, Blake, & Goodman, 2016; Akhtar, Ghufuran, & Fatima, 2017; Jin, McDonald, & Park, 2018). These inconsistencies provide sufficient justifications to study the issue of ETI further.

IV. Human Resource Practices

Human Resource (HR) practices is a term now used for traditional personnel management. Because of technological advancement the working environment has changed (Asad, Ahmad, Haider, & Salman, 2018; Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019) and personnel management has switched to HRP, reason being, personnel management is known as workforce-centered, whereas, HR is resource-centered (Boxall, Guthrie, & Paauwe, 2016). The concept of HRP cannot be considered as alternative of personnel management; rather it's a particular dimension of personnel management, that emphasize a major strategic issue related to human resource. HRP mainly cover the policy of the organization regarding job security, compensation, promotion opportunities, training and development, and performance appraisal. All these collectively known as HRP that influence ETI.

V. Organizational Commitment

Organizational Commitment (OC) historically was considered as a key feature of employment relationship, widely used to reduce ET (Kaynak, Elci, & Toklu, 2016). OC is commitment of employee with the organization. Organizational experts defined OC as strength and involvement of an individual's with the organization (Gatling, Kang, & Kim, 2016; Liu, Gyabeng, Sewu, Nkrumah, & Dartey, 2019). OC is an employee behavior, highly regarded by employers, because committed employees hardly leave the organization. Committed employees build better relationships with customers and work more efficiently (Haider S. H., Asad, Fatima, & Abidin, 2017). OC a multi-dimensional construct shows strength of an individual's identification with the organization (Alimudin, Arasy, Sasono, & Wulandari., 2017). OC is a bonding force between employee and organization which reduces the reasons to quit the organization (Chinomona & Mofokeng, 2016). However, research has shown that employees having high level of OC show lower ET as compared to employees having lower level of OC (Aslam, Ilyas, Imran, & Rahman, 2016). OC is a significant variable in the study of ET research, because it better predicts ET as compared to employee satisfaction (Cohen, Blake, & Goodman, 2016).

Considering the above discussion, examining the relationship among job satisfaction, OC, and ETI; OC has been observed to cause highest variance in ETI. It is further argued that employees with high level of OC are highly committed to their responsibilities and show high occupational commitment, hence, more productive and become competitive advantage for the organization. However, Gupta (2017) while conducting research on Florida Police Officers, showed that OC has a negative influence of ETI, which provides sufficient justification to further research OC as a supporting variable in reducing ETI.

Social Support

Social Support (SS) has been defined as the belief of employee that the employee receives support from his coworkers. In simple words, SS is the support of coworkers to the employees (Shah & Asad, 2018). The support of the coworkers at workplace creates healthy work environment and make an organization a better place to work for employees. Employees having good feelings regarding SS show more loyalty with the organization and prefer to remain with the organization (Haider, Asad, & Fatima, 2017). High levels of SS are believed to induce feelings of trust and strong feelings of identification

(Haider, Asad, & Aziz, 2015). Similarly, researchers also found that employees having feeling of being dejected from coworkers hardly value them, would develop intention to quit (Asad, Haider, Akhtar, & Javaid, 2011).

Previous researchers suggested that SS may moderate the relationship between HRP and individual ETI (Schalkwijk, Blessinga, Willemen, Werf, & Schuengel, 2015; Abshire, et al., 2018). Researchers theoretically and empirically suggested that SS in organization give reason to employees to retain with the organization (Shah & Asad, 2018). Hence, because of high level of SS, a perception is developed among employees that if they quit the organization they may face sever issues. Previous researchers used SS as mediator (Shah & Asad, 2018), however, in the current research considering Schalkwijk, Blessinga, Willemen, Werf, and Schuengel (2015) it is suggested that SS has a moderating role between HRP and ETI.

Underlying Theory and Theoretical Framework

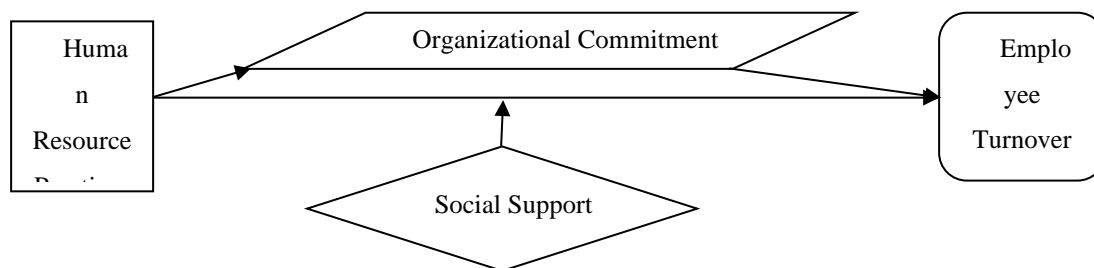
The research on ETI mostly focused on Social Exchange Theory (SET) developed by Thibaut and Kelley in 1959. This research used SET as theoretical foundation of turnover intentions (Sun & Wang, 2017). According to Tse, Huang, and Lam (2013) when employees receive support from colleagues they feel obliged and compensate through efforts, loyalty, and positive behavior. HRP shows different kinds of practices that the organizations do to attract and retain the employees (Asad, Rizwan, Shah, & Munir, 2018). This reciprocal relationship is implicit obligations and trust (Zahra, Majeed, Mahmood, & Asad, 2012) between employees and employers (Asad, Haider, & Fatima, 2018). Positive perception of employees regarding HRP results in OC which consequently lower ETI and vice versa (Giauque, Anderfuhren-Biget, & Varone, 2019). In short, one can argue that Social Exchange Theory provides an avenue of transaction between the senses of obligation (employee) that led to obligation in recompensing what had been provided by employer. SET is enriched by expanding it to ETI and adding SS as moderator. Based on prior literature, the specific independent, mediating, and dependent variables have been chosen for current framework.

Figure 3.1 *Conceptual Framework*

VI. Methodology

The objective of the current causal research is to find the mediating role of OC and moderating role of SS between HRP and ETI. This study is based on primary data and can be termed as causal research where unit of analysis are employees of private banking sector. The sample selected is based on high market share and performance. Banks in the study are Habib Bank Limited, United Bank Limited, Allied Bank Limited, Muslim Commercial Bank, Bank Alfalah (BuildNetix, 2018) being the largest banks of Pakistan. The sample size will be including about 383 participants. If the population is more than 100,000 then the sample size will be 383 at 95% confidence level (Sekaran & Bougie, 2016). After collecting the lists of employees systematic sampling has been applied to generalize the results (Sekaran & Bougie, 2016).

For the collection of data structured questionnaire has been adopted from previous studies. HRP mainly cover different



practices being followed by private banks including job security, compensation system, promotion opportunities, training

and development, and performance appraisal (Ogunyomi & Bruning, 2016). ETI has been conceptualized as the employees' own estimated probability of leaving the bank in future. ETI was measured with 5 items used by Shah and Asad (2018). OC has been conceptualized as the strength of employees' identification with and involvement in a particular organization. OC was measured with 20 items used by Joo and Park (2010). SS refers to as getting help from friends, family and coworker. To analyze the degree of SS that an employee receive from their colleagues 7 items were adapted from Abshire, et al. (2018). A seven point Likert scale has been used which is considered as more sensitive in measuring perceptions (Cooper & Schindler, 2006).

Analysis

In the current study as mentioned above primary data has been collected in six months' time period through questionnaires. All the requirements to ensure the reliability of the data have been checked, initially factor loadings for all the items used in the study have been checked and items having factor loading below 0.7 were removed from the model. The remaining items were checked for reliability of the instrument using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The threshold levels for Cronbach's Alpha, Composite Reliability and Average Variance Extracted are 0.6, 0.7, and 0.5 respectively. The calculated values are mentioned below in the table.

Table 1 Construct Reliability & Validity

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted</i>
Job Security (JS)	0.91	0.85	0.65
Compensation (C)	0.88	0.87	0.68
Promotion Opportunities (PO)	0.91	0.79	0.64
Training and Development (TD)	0.85	0.78	0.61
Performance Appraisal (PA)	0.87	0.73	0.63
Organizational Commitment (OC)	0.86	0.81	0.67
Social Support (SS)	0.83	0.84	0.66
Employee Turnover Intention (ETI)	0.89	0.83	0.7

After ensuring that the data and the instrument are reliable Partial Least Square-Structural Equation Modeling (PLS-SEM) has been conducted for structural model (Fassott, Henseler, & Coelho, 2016). Initially direct relationships have been checked, then the mediating variable has been introduced and mediation has been analyzed, and finally moderator was introduced in the model and interaction term was introduced and moderating effects have been identified. The results of all the relationships have been mentioned in the table below:

Table 2: Relation Testing

<i>Hypotheses/Path</i>	<i>Path Coefficient</i>	<i>Stand Error</i>	<i>T-Statistics</i>	<i>P-Value</i>
JS->ETI	0.439	0.052	8.442	0.000

C->ETI	0.572	0.061	9.377	0.000
PO->ETI	0.513	0.058	8.844	0.000
TD->ETI	0.358	0.082	4.366	0.000
PA->ETI	0.487	0.093	5.237	0.000
JS-> OC->ETI	0.394	0.122	3.229	0.000
C-> OC->ETI	0.257	0.087	2.954	0.002
PO-> OC->ETI	0.315	0.071	4.436	0.000
TD-> OC->ETI	0.385	0.083	4.638	0.000
PA-> OC->ETI	0.278	0.093	2.989	0.001
JS*SS->ETI	0.353	0.113	3.124	0.000
C*SS->ETI	0.275	0.092	2.989	0.001
PO*SS->ETI	0.351	0.112	3.134	0.000
TD*SS->ETI	0.359	0.095	3.779	0.000
PA*SS->ETI	0.346	0.114	3.035	0.000

The abovementioned table shows that all the relationships are significant which strongly support the model developed in this study. HRP have significant impact over ETI. HRP that were considered as most important were analyzed, these practices include; job security which is feeling of the employee regarding termination, compensation which means that up to what extent employee feels that he is being paid according to his performance and market rate, promotion opportunities means that what employee feels that he has opportunity to get promoted or not, training and development is the development of employee through trainings provided by the organization, and performance appraisal means his feelings about the fairness of appraisal systems. All the variables have been found significant in the study. Afterwards mediating variable which is organizational commitment was introduced in the model which was developed to measure employee commitment with the organization. The employee commitment variable also shows strong mediating role over between human resource practices and ETI. Finally, moderating variable social support was introduced, this variable also analyzed the feelings of the employees about support that the employee receives from the social network of employee within the organization. SS holds a strong positive influence and reduces ETI.

VII. Discussions

The findings of the study are very useful and are in consistence with the prior literature. ET is a major issue for all the organizations and the rate is high among banking industry. As per the findings of the study ETI can be declined if appropriate HRP are followed by the organizations. The first variable which enhances ETI is lack of job security. Job security give confidence to the employees that they will not be terminated which creates organizational loyalty and reduces ETI the findings are similar to the findings of Ibrahim, Hilman, and Kaliappen (2016). Compensation is the second most important factor if the employees feel that they are compensated well they will hardly try to find new job and ETI will be eliminated, however, the findings also support the findings of Ghafoor, Ansari, and Moazzam (2017). Employees are also highly concerned about their future and pay special attention to the promotion opportunities, if employees feel that they will be promoted on better performance, then ETI are eliminated, but if they hardly see promotion opportunities then they make up their quit. The findings are consistent with the findings of Ali and Mehreen (2019). Employees are also highly concerned about their personal development and training and development are the major source of employee personal development.

When employees feel that they are being developed by the organization they feel motivated and remain loyal with the organization, the findings are in line with the Nawaz and Pangil (2016). Another factor that directly influence ETI is performance appraisal. Whenever, employees feel that they are not appraised fairly they start developing their mind to switch from the organization, the findings are in line with the findings of Santhanam, Kamalanabhan, Dyaram, and Ziegler (2017).

Furthermore, the mediating role of OC has been analyzed because the direct relation between human resource practices and ETI was not well explained. The mediation analysis also identified that the OC if developed because of good HRP will decline ETI. The findings are in line with the previous findings where it is clearly identified that OC plays a significant mediating role between HRP and ETI (Nawaz & Pangil, 2016; Liu, Gyabeng, Sewu, Nkrumah, & Dartey, 2019).

The main contribution of the study was the moderating role of SS, because the literature has identified all the relationship separately, however, the combined effect of OC as mediator and SS as moderator has hardly been researched before. The data analysis showed that SS significantly moderates the relationship between HRP and ETI. Even if the HRP are not very good but employee has good SS within the organization, it is less likely that ETI will develop. The findings of the study support the finding of previous studies where SS plays a significant moderating role (Bukhari & Kamal, 2015; Akhtar, Ghufuran, & Fatima, 2017).

VIII. Conclusions

Banking sector of Pakistan face huge turnover of employees which certainly effect their performance. The objective of the research was to identify the impact of HRP especially job security, compensation, promotion opportunities, training and development, and performance appraisal over the ETI. This research further identified the mediating role of OC along with moderating role of SS. The findings of the study revealed that the abovementioned HRP have a significant impact over ETI in the banking sector. The main contribution of the study was to identify the mediating and moderating roles of OC and SS respectively. The results revealed that when the HRP are good ETI is very low, because lucrative HRP develop OC which reduces ETI. Similarly, even if the HRP are not very lucrative but employee receives high level of SS within the organization the negative impact of HRP is nullified and employee prefer to stay in the organization rather than developing ETI.

The study is not only theoretically significant but also practically very useful to resolve the issue of ET. The first practical implication is that the organizations should develop competitive HRP and should consider their human resource as an asset rather than the liability. Secondly, they should develop a supportive culture in the organization rather than competitive environment. SS of the employees is a big hurdle in the development of ETI. The leadership of the organizations should develop OC among the employees which has a significant mediating role between HRP and ETI.

The study not only will help the practitioners in the banking sector but will also help the future researchers to implement the same model over the other industries where this issue is significant. Secondly, it also helps the researchers by guiding the identification of job embeddedness over the ETI. In this study a few limitations were also faced because several banks prefer their employees not to participate in any such survey. The data collection was a major limitation. Future researchers are, therefore, guided to identify the same role over the other industries like health sector and education sector.

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