

The Impact of Organizational Job-Related Factors on Employees Turnover Intentions: The Case of Banking Sector Industry in Pakistan

by

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Abstract

The Purpose of conducting research is to investigate the relationship and impact of organizational commitment, organizational culture and individual factors with Organizational turnover in the organizations. The various researcher explicates the relationship and it is proven due to organizational commitment and culture people leave organization and search for better opportunity and better place. The Human resource management strives to build the organizational commitment with better benefits, better working place, and better organizational culture to retain talented employees in the organization. This research conducted in banking sector industry and participant are from managers and middle management employees working in commercial banks. The research conducted through the probability sampling and 390 survey forms filled from banking employees in Karachi-Pakistan. The research conducted in Post-Positivism research Paradigm and Pure Quantitative research through Self-Administered Questionnaires. The Constructs are the Organizational Commitment, Organizational Culture and Organizational Individual Factors affects the Job Satisfaction of employees. The analysis revealed that there is significant relationship of Organizational Commitment, Culture and Individual Factors, on Turnover intentions. The Organizational culture is significant predictor evaluates the turnover in banking sector industry in Pakistan. The research will be useful for banking industry to analyses the turnover issues and factors of turnover and improve turnover intentions of employees.

Keywords: Organizational Commitment, Organizational Culture, Turnover Intentions.

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Introduction:

Background of Study:

The employee retention is critical factor in organizational performance and productivity. The employee retention is very important construct in the organizations focuses on retaining the talent in the organizations. The organizational performance dependent upon many factors and talented employees work in teams and put efforts greater efforts to increase organizational potential. The organizational performance and productivity based upon the employee motivation and performance in the organizations (Dess, 2010).

Due to intense competition in banking sector the performance of employees is key factor as this is service industry and employees play the key role in development of this sector. The core issues banking faced today is the loyal employee who worked together as team and retain the same organization for longer period of time (Martins, 2012). The employee turnover is very critical in Banking Sector in Pakistan, as banks faced today 35% turnover and employees due to banks faced the issues of Service Quality, Customer Focus, Customer attention, customer feedback that can be only handled and provided services when employees are talented and very motivated with organizations (Huning, 2010).

The Banking Sector in Pakistan is growing and 21 listed banks listed at Pakistan Stock Exchange are operating efficiently with huge number of staff. The turnover is the construct elaborated by Allen and Mayer (2010), that employee less motivated to do work in organization and looking for opportunity in another organization is turnover. The turnover intentions developed when employees are less committed in organizations, not focused and feeling dis-satisfaction in organization termed as turnover intentions.

In Pakistan numerous researches have been pulled out in various sectors keeping turnover intention in mind, which includes the Fast Food industry, Telecom sector have always been a piece of concentration by numerous researchers and within them few of the researchers touched the dimension of employees' turnover intentions in Fast Moving consumer goods industry in Pakistan. In this research we mainly focused on understanding different variables which are manufactured on the turnover intentions of workers in FMGC industry, where turnover has more noteworthy effect on efficiency and execution of associations. In this focused research we understand different factors and turnover intentions which carries organizational commitment, job satisfaction, culture, organizational support, person organizational fit, individual and personal factors, HR practices, training and development. We will examine different model on these elements to create and shape display for research and causes us to build up the theory for this research.

According to Charles and Yaqob (2012), In Pakistan the turnover rate of FMGC organizations is 20%, Unilever, Nestle, P&G and Engro Foods are the prominent players of this whole game. This above-mentioned turnover rate becomes an issue of low productivity and performance which impacts the overall performance of economy as these giant organizations plays their part as well in contributing to GDP and the whole employment process. Herzerberg (2009), states that focusing on one of this imperative administration issues, the research will be showing the problems encountered by the workers of the organization and the expectations created because of various practices of HR, and authoritative help.

The employees are the main body of any organization, employees aim to continue the relationship with organization and appoint them for a long run. The employees input affects the organization by reducing the outlook of other employees and increasing the job changing intentions of other employees as well. Job achievement plays an important role for the organization

as employees are convinced with work and working conditions only then employee shows good terms with the organization

Job satisfaction oppositely affects to turnover intention and lower turnover grows organizational performance and productivity (Ramesh, Yaqob and Charles, 2012)

The strategic human resource management is in charge for the establishment of employees work related attitudes in organization to obtain maximum output and keep a balance in organization. Dess (2007) states that the Human resource management keeps an employee in a commitment by training, orientation, improved work environment, competition, limit benefits, recognition, team work, knowledge and learning, leadership skills.

These collectively build employee work commitment at workplace and employ stays loyal to work and its organization. Allen (2003) defines that when an employee is unhappy with his/her workplace, environment, salary and other factors then the chances of employee leaving an organization becomes high.

Martins (2012), studied that the supervision and workers is the main for these group as the workers are strength, the contract with people and marketplace. Due to powerful race the group someplace tackled less concert from the workers and lower output, they can even gain more development in the budget. (Dess and Allen, 2007) portrays that the main problem they tackled of worker income, the administrations as Nestle hire workers with general offers process of enrollment and selection and it charge a lot, then they deliver the exercise and change to their staff and recollect the connection (Huning & Thompson, 2010).

Research Problem:

The employee retention is challenging Banking Sector industry in Pakistan. The employees are less motivated to work in bank and change the bank over the years. The banks faced critical issues of long working hours, many tasks, low team work causes for employee high turnover in banks. Herzberg (2009), considering this as one of the important management issues, research will be addressing the issues faced by employees in organization and the intentions developed due to different practices of HR, and organizational support. This research conducted to identify the factors affecting the turnover intentions of employees so that organizations come to various issues and address those to reduce turnover and hence greater productivity will be gained.

Research Objectives:

1. To identify the various factors affects the turnover intentions of employees in Banking Sector industry in Pakistan.
2. To evaluate the relationship between Organizational Commitment, Job Satisfaction and Individual factors on the turnover intentions of employees in Banking Sector Industry in Pakistan.
3. To analyze the impact of Organizational Commitment, Job Satisfaction and Work-related factors Shape the Turnover intentions of employees in Turnover Intentions in Banking Sector in Pakistan.

Research Questions:

1. What are the various factors affecting the turnover intentions of employees in Banking Sector industry in Pakistan?

2. What is the relationship between Organizational Commitment, Job Satisfaction and Individual factors on the turnover intentions of employees in Banking Sector Industry in Pakistan?
3. What is the impact of Organizational Commitment, Job Satisfaction and Work-related factors Shape the Turnover intentions of employees in Turnover Intentions in Banking Sector in Pakistan?

Scope of Study:

1. The findings and results of research can be generalized only in organizations operating in banking sector in Pakistan.
2. The perspective of this research as factors affecting the employee from the organizations to shape their turnover intentions not from the external environment.
3. These are not considered as only factors affects the turnover intentions but under consideration

Limitations of Study:

1. This research completed particularly in Banking Sector in Pakistan and few organizations are under sample frame, due to time constraints and resources.
2. There are few factors considered in this research taken in to account are major factors shapes the turnover intention, due to many other factors are interlinked and we can reach to specific findings.

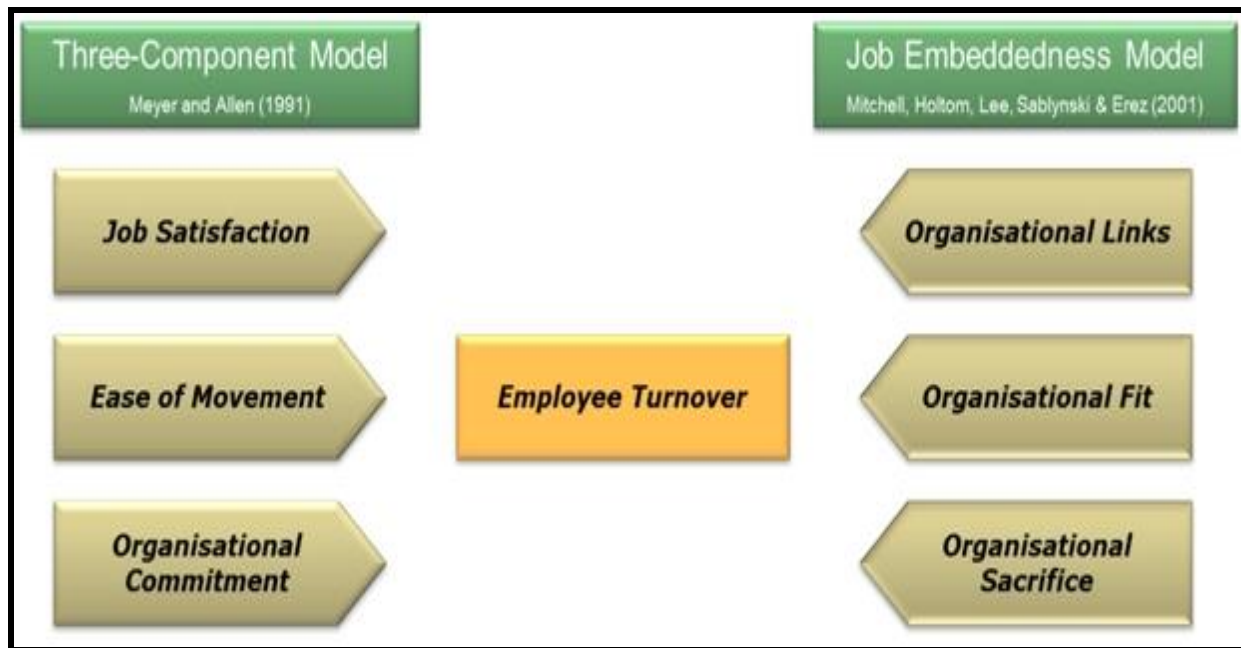
Literature Review:

In Pakistan numerous researches have been pulled out in various sectors keeping turnover intension in mind, which includes the Fast Food industry, Telecom sector have always been a piece of concentration by numerous researchers and within them few of the researchers touched the dimension of employees' turnover intensions in Fast Moving consumer goods industry in Pakistan. In this research we mainly focused on understanding different variables which are manufactured on the turnover intentions of workers in FMGC industry, where turnover has more noteworthy effect on efficiency and execution of associations. In this focused research we understand different factors and turnover intentions which carries organizational commitment, job satisfaction, culture, organizational support, person organizational fit, individual and personal factors, HR practices, training and development. We will examine different model on these elements to create and shape display for research and causes us to build up the theory for this research.

Employee Turnover, Turnover Intentions and its Impact:

According to Charles and Yaqob (2012), In Pakistan the turnover rate of FMGC organizations is 20%, Unilever, Nestle, P&G and Engro Foods are the prominent players of this whole game. This above-mentioned turnover rate becomes an issue of low productivity and performance which impacts the overall performance of economy as these giant organizations plays their part as well in contributing to GDP and the whole employment process. Herzerberg (2009), states that focusing on one of this imperative administration issues, the research will be showing the problems encountered by the workers of the organization and the expectations created because of various practices of HR, and authoritative help.

Figure 1: Reasons of Employee Turnover in Organizations²



Turnover Intentions of Employees and factors affecting employee turnover intentions:

The employees are the main body of any organization, employees aim to continue the relationship with organization and appoint them for a long run. The employees input affects the organization by reducing the outlook of other employees and increasing the job changing intentions of other employees as well. Job achievement plays an important role for the organization as employees are convinced with work and working conditions only then employee shows good terms with the organization.

Job satisfaction oppositely affects to turnover intention and lower turnover grows organizational performance and productivity (Ramesh et al., 2012).

The strategic human resource management is in charge for the establishment of employees work related attitudes in organization to obtain maximum output and keep a balance in organization. Dess (2007) states that the Human resource management keeps an employee in a commitment by training, orientation, improved work environment, competition, limit benefits, recognition, team work, knowledge and learning, leadership skills.

These collectively build employee work commitment at workplace and employ stays loyal to work and its organization. Allen (2003) defines that when an employee is unhappy with his/her workplace, environment, salary and other factors then the chances of employee leaving an organization becomes high.

Employees Turnover Intentions in BANKING SECTOR (Fast Moving Consumer Goods) Organizations

Martins (2012), studied that the supervision and workers is the main for these group as the workers are strength, the contract with people and marketplace. Due to powerful race the group

² Source: Martins (2012), Employee Turnover, Building Turnover Intentions in organizations

someplace tackled less concert from the workers and lower output, they can even gain more development in the budget. (Dess and Allen, 2007) portrays that the main problem they tackled of worker income, the administrations as Nestle hire workers with general offers process of enrollment and selection and it charge a lot, then they deliver the exercise and change to their staff and recollect the connection (Huning & Thompson, 2010).

Employee Turnover in Banking Industry:

There are two principle classes of turnover one is voluntary and the other one is involuntary turnover. The organization needs to endure a cost for both willful and automatic turnover. As Mobley (1982) has expressed this as whether the turnover is voluntary or involuntary, association need to bear the following costs as enlisting, employing, preparing, holding, loss of productivity during replacement search, loss of superior workers and interruption of social and communication structures of organizations.

Just couple of individuals has discovered the relationship of trust with representative turnover so we considered trust relationship as a critical variable for turnover goal. Trust is defined as One party's willingness to be vulnerable to another party based on the assumption that the following party is competent, reliable and concerned (Mishra, 1996. 265).

On the off chance that the mistaken assumptions of administration are consistent at that point doubt among representatives would diminish the term of business, expanded turnover and expectation to stop. The aim to leave can be ordered into unpreventable or unavoidable turnover, desired turnover and undesired turnover. Unpreventable turnover is because of the issues of family, individual disease or retirement. Moreover, the desired turnover is because of the failure of the worker himself. To wrap things up, the undesired turnover comprises of talented and prepared specialists leaving because of hierarchical issue, for example, poor help, part struggle and absence of supervision. These issues influence the client benefit, nature of items and benefit and authoritative viability.

The high turnover rates don't generally imply that you have awful administrators, or that it has not a good work environment. For the most part Organizations with popular brands and the visibility of the business are the objective of enrolment. Organizations frequently appreciate rates of worker turnover since they replace an employ which is an expensive piece of working together. At the point when an organization needs to replace a specialist it endures the indirect and direct expenses. All work to be done amid the procedure cost cash, take a year or two. Moreover, there can be lost efficiency amid the time after the previous leaves the laborers and the new representative is completely prepared. For a few organizations, the substitution of laborers likewise could make it hard to hold clients or customers with whom the representatives worked.

The principle goal of this research paper is to think about the components that influence the aim to leave and how the body is influenced by this worker behavior. It is unsurprising that when couple of workers leave the organization then high turnover rates prompt low profitability and high expenses. Therefore, organizations must expect to give great workplace to representatives to get low turnover rate for this reason they should center around every one of the factors that intentionally or unexpectedly influence the readiness of turnover in workers. For instance:

The open doors for ladies to enter the upper positions of administration is constrained by numerous components, for example, double work markets for men and ladies, while the male predominance, absence of help and boundless separation. It isn't amazing that numerous ladies chiefs, disappointed in their endeavors to move to positions official, have moved from the association. Research presents that individuals who feel distraught contrasted and others are more

happy with their activity Level of occupation fulfilment and elective employment is influenced by statistic factors (sexual orientation, age and instructive level), work related variable (aptitude level, understanding and residency), hierarchical factors (firm size, industry, contact work, workplace) identity factors (pay scale, professional stability, pay, work inclusion). If the individual is happy with his work, at that point he won't plan to leave, however in the event that he isn't so the intent to pull back will expand, which will in the long run prompt employee turnover.

Methodological Framework:

The exploration method or rather the research method is the structure how we are directing this examination. The examination philosophy is the depiction of strategies with respect to the exploration configuration, type, procedure, techniques for information accumulation and information investigation (Denzin, 2007). As indicated by Flick (2009) examine philosophy is the nitty gritty framework of how an exploration consider is to be completed. As indicated by Anderson (2012), portrays that making the information the by utilizing distinctive methodologies of technique and diverse routes utilized by analyst to accomplish this assignment.

Research Design:

The research design elaborates the process of conducting research. The research design elaborates the selection of research Paradigm, Methods, approach, data collection and data analysis technique. The further parts will be will elaborates the research structure, research paradigm, approach and methods.

The research is the area of investigation under which aspect or field we are conducting this research. The perspective of study or area of study is termed as research paradigm. The research philosophies and paradigm are divided in to three major paradigms know as Positivism, Interpretivism and Pragmatism Paradigm (Denzin, 2007).

In this research we will be utilize Positivism Paradigm in which we will dissect the realities with nearness of hypothesis as of now exist. The produces we used to know the different elements influencing the turnover expectations. The speculations officially settled and couple of scientists think about this theme in different angles, in this exploration we utilize same strategies and break down the diverse factors affect in view of accessible realities and hypotheses.

In this research our approach is **deductive approach** will be utilized as a part of this examination to break down the current speculations with respect to the elements influencing the turnover goals of representatives, incorporates the hypothesis of saw authoritative help, hypothesis of occupation fulfilment, hypothesis of worker turnover et cetera. The research technique used in this research is pure quantitative research, as this research will be conducted based on Questionnaires will be filled from respondents which are bank employees. The research Strategy is based purpose of research, in this research the purpose is Pure Quantitative research. The research based on theory and based on selected variables to evaluate the turnover in the banks. The Research Strategy is **Explanatory** based on variables we explain the variables.

Research Population:

The Population for this research is the banks, the banking employees the core population for this research. The Banks operating in Karachi, based on employees and turnover researcher select he employees. The target population will be employees of 3 Selected Banks, Allied Bank,

United Bank and HBL. The employees of these banks will be surveyed based on availability of employees and interest in the part of research.

Sampling Methods, Strategy and Size:

The Sampling strategy of this research will be Probability sampling, as respondents are selected based on random selection and every respondent can be participant. The sample strategy will be stratified simple random sampling, the sample will be derive based on equal no. of employees from the selected three banks. The total of 100 employees will be selected based on Confidence Interval and Margin of Error Approach. The sample of 30 employees will be selected from each bank.

Research Instrument Selection:

The research will be conducted through Questionnaire. The Variables selected are Organizational Commitment, Employee Motivation and Individual Factors. The Questionnaire will be developed based on Likert Scale, 5 Points from strongly Disagree to Strongly Agree.

Conceptual Framework & Hypothesis formation:

The Organizational Commitment, Organizational Culture and Individual Factors are selected as Independent Variables and Turnover Intentions of employees is the dependent variables. The below given graph showing the relationship of these variables. The turnover can be captured through these selected Variables;

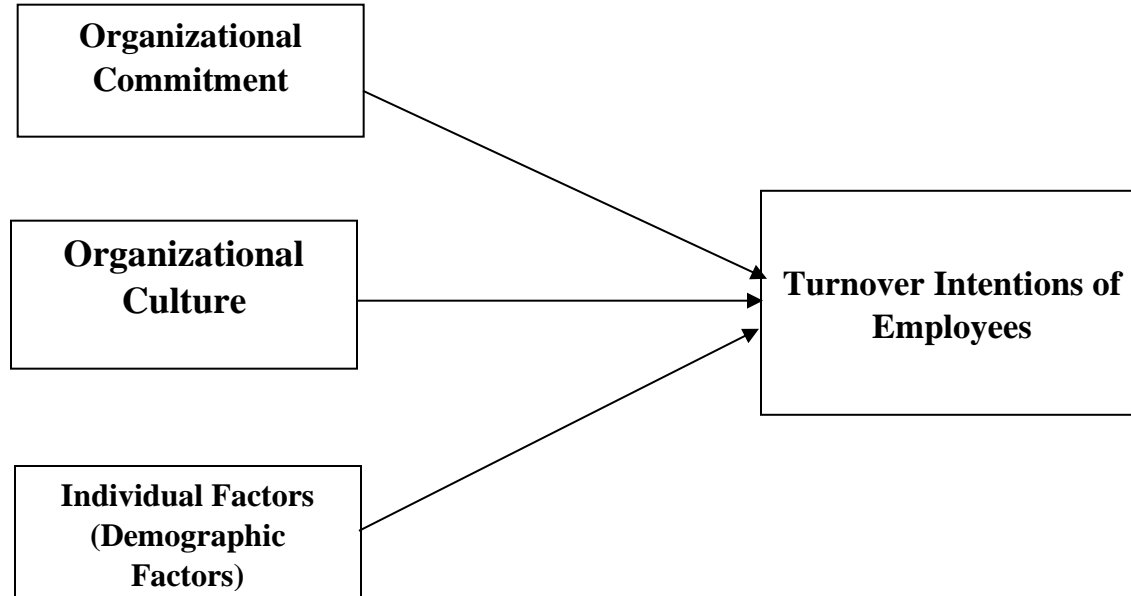


Figure 2: Variables Affects the Turnover Intentions

Hypothesis formation based on variables;

H1: There is significant negative relationship between High Organizational Commitment and Turnover intentions of employees.

- H2: There is significant negative relationship between Organizational Culture and Turnover intentions of employees.
- H3: There is a significant relationship between Individual Factors (Age, Education, Experience and skills) and Increase turnover Intentions of employees.

Data Analysis and Discussion:

The Organizational Commitment, Organizational Culture and Individual Factors are selected as Independent Variables and Turnover Intentions of employees is the dependent variables. **SPSS Software** used to process the data and generating the results and results presented in the form of tables, graphs and charts with theoretical discussions with applications of regression, correlation and other analysis. The collected data will be processed through SPSS Software and results will be generalized based on response. The data analysis first reliability test will be performed then the correlation, regression applied to evaluate the relationship and impact of selected variables.

Demographics of Respondents:

The data collected through Survey forms and respondents are varying in demographics characteristics in terms of age, gender, income, education and Profession.

Table 1: Demographics of respondents - Gender

| Gender | | | | | |
|--------|--------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 188 | 48.2 | 48.2 | 48.2 |
| | Female | 202 | 51.8 | 51.8 | 100.0 |
| | Total | 390 | 100.0 | 100.0 | |

The total respondents are the 390, all are banking employees and 202 are females and 188 are males. Mainly the females from the Customer and Care and Operations Departments.

Table 2: Demographics of respondents - Age

| Age | | | | | |
|-------|-------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 18-25 Years | 273 | 70.0 | 70.0 | 70.0 |
| | 26-35 years | 83 | 21.3 | 21.3 | 91.3 |
| | 36-45 Years | 23 | 5.9 | 5.9 | 97.2 |
| | Above 45 | 11 | 2.8 | 2.8 | 100.0 |
| | Total | 390 | 100.0 | 100.0 | |

The respondents age varies from 18 to 50 Years, as respondents are the 273 are in the age of 18 to 25 years, as majorly youth is targeted those who perform their first or second job and fresh candidates in the organizations.

Table 3: Level of Education

| Education | | | | | |
|-----------|---------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Intermediate | 20 | 51.8 | 51.8 | 51.8 |
| | Graduate | 347 | 36.2 | 36.2 | 87.9 |
| | Post-Graduate | 47 | 12.1 | 12.1 | 100.0 |
| | Total | 390 | 100.0 | 100.0 | |

The Respondents are varying in terms of Education as people are aware of the organizational practices and mostly the people are graduate and 347 people are Graduate and 47 are the Post Graduate banking employees.

Table 4: Work Experience

| Work Experience | | | | | |
|-----------------|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Less than 1 Years | 68 | 43.1 | 43.1 | 43.1 |
| | 1-3 years | 163 | 16.2 | 16.2 | 59.2 |
| | 3-5 Years | 141 | 36.2 | 36.2 | 95.4 |
| | 4.00 | 18 | 4.6 | 4.6 | 100.0 |
| | Total | 390 | 100.0 | 100.0 | |

The Work experience is focused people who having more than 2 to 3 years of experience they need to take part so that they can evaluate the turnover. 163 employees having 1-3 years of experiences and 141 employees having the 3-5 years of experiences.

Reliability Testing and Analysis:

Table 5: Scale Measurement of Collected Data

| Variables | Items | Cronbach's Alpha |
|---------------------------|-------|------------------|
| Organizational Commitment | 5 | 0.603 |
| Organizational Culture | 5 | 0.704 |
| Demographics Factors | 5 | 0.72 |
| Turnover Intentions | 5 | 0.615 |

The Above table shows the results of IRT (Internal Reliability Test) the values of Cronbach's Alpha, shows the level of consistency of response over the scale. The reliability test evaluates the consistency of responses and values of Cronbach's Alpha needs to be greater than 0.6 means 60% consistency is needed. The Organizational Commitment is the first independent variable researcher ask 5 statements in the constructs and value of Cronbach's Alpha is 0.603 which shows 60% consistency of responses over the scale. The Second independent variable is organizational Culture the value of Cronbach's Alpha is 0.70 which is 70% consistency of response and Individual Factors or demographics factors affects the turnover this is 0.72. The Individual Factors are the 0.72 shows the Responses are consistent over the scale.

Significance of Variables through Correlation Matrix:

Table 6: Correlation Matrix with Dependent variable

| Correlations | | | | | |
|----------------------------------|---------------------|---------------------------|------------------------|----------------------|---------------------|
| | | Organizational Commitment | Organizational Culture | Demographics Factors | Turnover Intentions |
| Organizational Commitment | Pearson Correlation | 1 | .323** | .442** | .493** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 390 | 390 | 390 | 390 |
| Organizational Culture | Pearson Correlation | .323** | 1 | .524** | .557** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 390 | 390 | 390 | 390 |
| Demographics Factors | Pearson Correlation | .442** | .524** | 1 | .593** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 390 | 390 | 390 | 390 |
| Turnover Intentions | Pearson Correlation | -.493** | -.557** | -.593** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 390 | 390 | 390 | 390 |

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

The above table shows the results of Correlation Matrix performs in SPSS to see the relationship of Independents variables with dependent variable. The Organizational Commitment, Culture and Demographics are the independent and Turnover intentions is dependent variable. The relationship can be verified with the analysis of probability values which should be less than 0.05 at 95% Confidence Interval and 5% Margin of Error. The Value of Organizational Commitment 0.00 which shows there is significant relationship of Organizational Commitment with turnover the better the organizational commitment low turnover will be reduced. The Organizational Culture is also significant and demographics variables are also significant.

Analyzing relationship of variables with Multiple Regression:

The regression analysis shows the independent variables can predict the dependent variable. The regression shows the impact of independent variables on dependent variable. The criteria for analyzing the impact is t statistics based on 95% confidence Interval sample is selected the value of t statistics must be greater than 1.96 which shows the variable is significant and sign shows the relationship if t statistics is in negative that means there is negative relationship.

Table 7: Regression Model Summary

| Coefficients | | | | | | |
|--|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .852 | .375 | | 2.271 | .024 |
| | Organizational Commitment | .193 | .031 | .252 | -6.159 | .000 |
| | Organizational Culture | .290 | .041 | .307 | -7.118 | .000 |
| | Demographics Factors | .268 | .038 | .321 | -7.039 | .000 |
| a. Dependent Variable: Turnover Intentions | | | | | | |

The table shows the value of Beta, t statistics and significance value. The Variable Organizational Commitment with Beta value .252 which shows the variables explain 25% dependent variable. The value of t statistics is -6.19 which is significant and probability value is 0.00 shows the variables impacts on turnover intentions, the greater the organizational commitment the lesser the turnover. The Variable Organizational Culture with t value -7.11 shows the significant negative impact on turnover intentions and Demographic factors with t value -7.039 also having negative impact on turnover intentions of employees in banking sector in Pakistan.

Table 8: Regression Model Summary

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .697 ^a | .486 | .482 | 1.58889 |

The model summary explains the value of R Square the predictability of model that all three variables together explain the dependent variable. The R Square is .48 shows the 48% predictability with these three variables to explains the dependent variable.

Table 9: Significance of Model

| ANOVA | | | | | | |
|--|------------|----------------|-----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 920.993 | 3 | 306.998 | 121.603 | .000 ^b |
| | Residual | 974.491 | 386 | 2.525 | | |
| | Total | 1895.484 | 389 | | | |
| a. Dependent Variable: Turnover Intentions | | | | | | |

The table of ANOVA shows the model significant can be elaborated with F Statistics, F Value shows the model significance and this explains that the F- Value is greater than 4 which shows the model is significant and probability value also less than 0.05.

Hypothesis Testing:

Table 10: Alternative Hypothesis

| Alternative Hypothesis | T Statistics | Significant level | Accepted / Rejected |
|--|--------------|-------------------|---------------------|
| H1: There is Significant Relationship of Organizational Commitment with Turnover intentions in Banking Sector in Pakistan. | 6.159 | .000 | Accepted |
| H2: There is Significant Relationship of Organizational Culture with Turnover intentions in Banking Sector in Pakistan. | 7.118 | .000 | Accepted |
| H3: There is Significant Relationship Demographics with Turnover intentions in Banking Sector in Pakistan. | 7.039 | .000 | Accepted |

The three hypotheses developed based on Literature and Questionnaire is developed and relationship and impact are analyzed based on Correlation and Regression Analysis. The results show that all three hypotheses accepted as t statistics greater than 1.96 and probability values are less than 0.05 which is required level for selected sample of employees based on 95% confidence Interval.

Summary of Findings and Conclusion:

The research investigates the relationship and impact of job-related factors with turnover intentions of employees in banking sector industry. The research is Quantitative and conducted with the help of Self-Administered Questionnaire filled from the middle and top management of banking sector employees. The research selects the three job related factors includes the Organizational Commitment, Organizational Culture and Personal demographics factors are the independent variables and turnover intentions is the dependent variable. The data collected from 390 banking employees based on Likert scale Questionnaire and results analyzed based on Correlation and Regression Analysis.

The reliability results the value of Cronbach's Alpha is significant and greater than 70% in all cases which shows that responses are consistent and data collected these are consistent and data analysis can be used for measuring the relationship and impact. The Correlation Analysis elaborates the Variable Organizational Commitment with Beta value .252 which shows the variables explain 25% dependent variable. The value of t statistics is -6.19 which is significant and probability value is 0.00 shows the variables impacts on turnover intentions, the greater the organizational commitment the lesser the turnover. The Variable Organizational Culture with t value -7.11 shows the significant negative impact on turnover intentions and Demographic factors with t value -7.039 also having negative impact on turnover intentions of employees in banking sector in Pakistan.

The Regression Analysis evaluates that Beta, t statistics and significance value. The Variable Organizational Commitment with Beta value .252 which shows the variables explain 25% dependent variable. The value of t statistics is -6.19 which is significant and probability value is 0.00 shows the variables impacts on turnover intentions, the greater the organizational commitment the lesser the turnover. The Variable Organizational Culture with t value -7.11 shows the significant negative impact on turnover intentions and Demographic factors with t value -7.039 also having negative impact on turnover intentions of employees in banking sector in Pakistan.

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Research Implications:

The research is useful for banking sector industry as this research primary focused on banking industry. The banks can evaluate the results of turnover intentions of employees in banks and evaluate the analysis reasons for turnover based on job related factors. The results can be generalized based on findings and organizational commitment; Organizational culture are the most important construct can be considered for employee retention.

Areas of Further Research:

This research evaluates the turnover intentions of employees in banking sector and sample selected from Karachi. The research based on few important constructs as Organizational Commitment and organizational Culture. The further researches can be conducted by adding more constructs and taking large sample from various cities of Pakistan. This research conducted in Banks, the further researches can be conducted in various sectors of industry like FMCG sector, Pharmaceutical and Tourism and Hospitality Sector.

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