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“Why Employees are not loyal to their Workplace in Private Sector?”

Poona Bai¹, Sughand Suresh², Dr. Junaid Ansari³, Dr. Shiraz Ahmed⁴,

Abstract:

Employee turnover is a significant factor that is of vital importance to the employees of the organization. The prerequisite to leave one's job or organization is the intention to leave that can be referred as turnover intention. It is the thinking and planning of employees to leave their job and organization due to different reasons. Since turnover intention is not explicit; it is difficult to determine the factors, these lead to leave one's job and organization. So, this conceptual paper tried to summarize different factors affecting turnover intention of employees which are identified by different scholars and researchers. The population of research is the private sector of Pakistan because this issue of turnover and organization performance is of major concern in private companies. The size of the sample of 251 respondent was selected. The main objective of this research is to study the relationship between (Abusive Supervision, Emotional Exhaustion, Organizational Politics, Psychological Contract Breach, Perceived organization support, Remuneration, Workplace Bullying, Work life imbalance) and mediating effect of turnover on organizational performance. For this research we have used PLS path modeling approach keeping in view the above literature review. For analyzing the data, we have used Smart PLS 3.0. After the results revealed all the hypothesis were accepted except workplace bullying, perceived organization support and work life imbalance. This research will help Organization that organizations have to work on the environment conditions with the support of developing career and value towards the promotional opportunities for employees that give them motivation to retain in organization.

Keywords: Abusive Supervision, Emotional Exhaustion, Organizational Politics, Psychological Contract Breach, Perceived organization support, Remuneration, Workplace Bullying, Work life imbalance, turnover and organizational performance

¹ MBA Student, std_28410@iobm.edu.pk

² MBA Student, std_23594@iobm.edu.pk

³ Assistant Professor, Management & HRM Department, Junaid.ansari@iobm.edu.pk

⁴ Assistant Professor, Management & HRM Department, shiraz.ahmed@iobm.edu.pk

INTRODUCTION

In today's dynamic business climate human capital has now become a critical component, and companies must consider it as such. Organizations in the present era must compete directly to maintain its workers' talents and identify ways to increase the quality and quantity of employee commitment to their organizations. Employee turnover has been the most critical

problem for organizations. As a result, it requires special consideration because it has the ability to influence the organization climate and reduces efficiency (Alias et al., 2018). Supervision on employee turnover is a necessity for accomplishing organizational goals. Staff turnover, on the other hand, will be negative for the company in terms of cost. Furthermore, high turnover will disrupt the attainment of the

organization's objectives. To overcome the pressures of the competitive business environment, organization has identified staff turnover as a major problem and has taken steps to keep employees in the organization (Al Mamun & Hasan, 2017). Turnover intention is still a problem in many companies all over the world. Employee turnover intention rate is huge among all established countries (Ahmed, 2018; Z. Ahmed et al., 2016).

Organizational performance is essential for every economy's growth. According to early theories, Organizational performance is also associated with high efficiency, benefit maximization, and employee morale and effective services. Every organization must execute effective strategy and involve its workers in order to achieve long-term and improved business performance (Ahmed et al., 2016; McElroy et al., 2001).

The main purpose of the research is to analyze the impact of employee turnover on organizational performance in Pakistan employment industry and formulate the strategies by reducing employee turnover and retain employees. And to learn about the factors influencing employees to leave the organization and how this effect the organization performance. When a massive number of employees leave, it is expected that employee turnover rate will be resulting in low performance and high cost. That is why organizations must seek to have a positive working atmosphere for employees in order to reduce turnover rate. To do so, they must pay attention to all factors that consciously or unconsciously influence employee to quit their job and leave the organization (Rizwan et al., 2014).

Employee Turnover has been considered the major financial cost for company (Mckinnies et al., 2016). In the modern era, the organization strive to achieve performance targets, even there is highly competitive market where has likely to focus on improve performance (Thornton et al., 2016). However, there is presence of high employee turnover rates which create the major hindrance for organization to maintain the performance targets with relation of high level of performance. On average the company's issue is

employee turnover lessen the organization profit and its performance. Therefore, decreasing employee turnover will lead to cost saving and competitive advantage (Schlechter et al., 2016). And there is around 24% voluntary turnover and each employee that leaves costs about one to two times their annual salary.

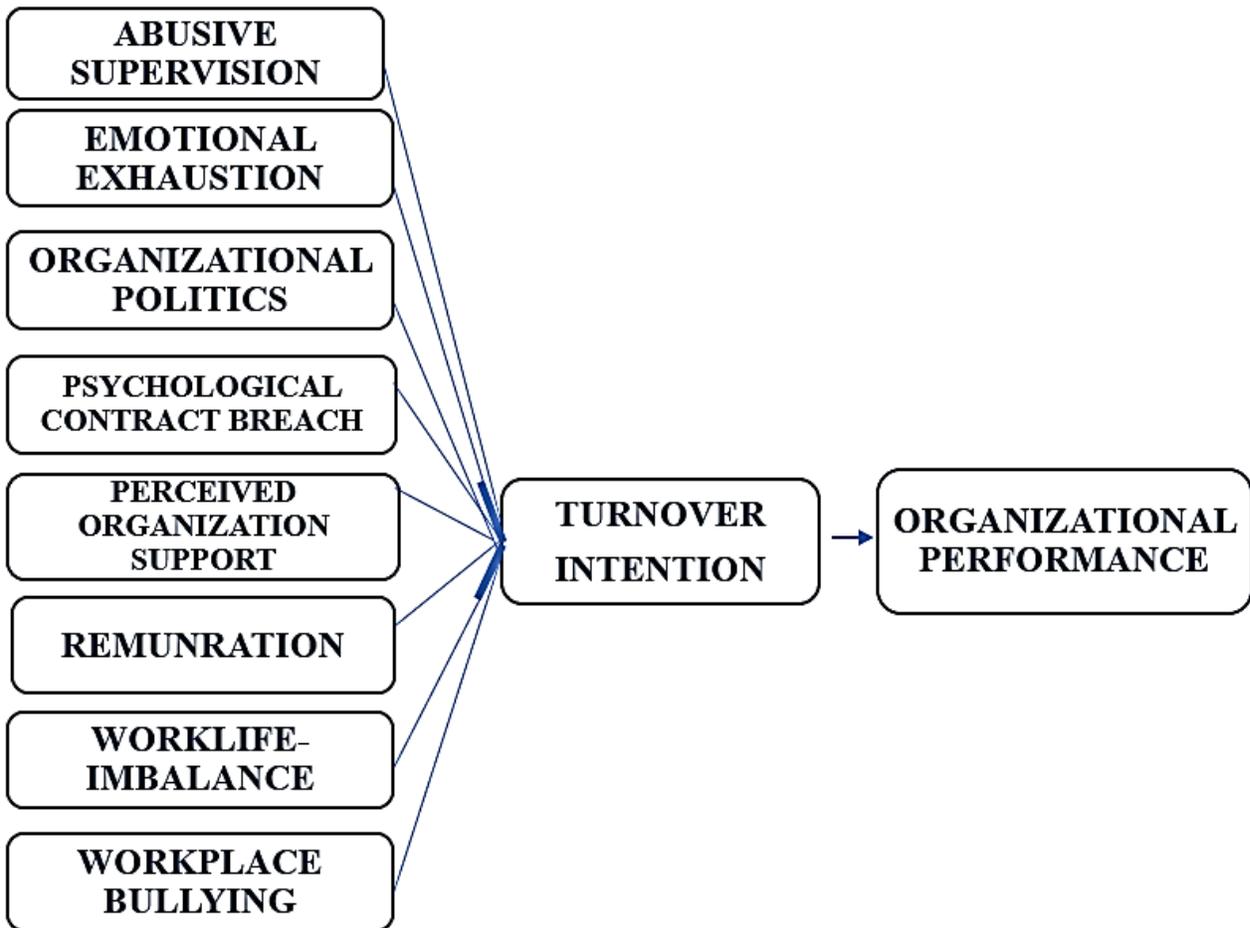
LITERATURE REVIEW

Organizational performance is considered aspects of attempting to explain the objectives, defining resources, and determining whether the organizational goals were accomplished. The extent to which an organization's defined goals and objectives are accomplished, as well as how well it performed throughout the phase, is measured by its performance (Ahmed et al., 2016). The concept of an organization's performance would be how effective it is in achieving the results that the organization seeks to achieve. The growing rate of turnover intention is indeed a critical issue for organizations, and it has a significant influence on organizational performance (Abolade, 2018).

Personnel changes, such as layoffs, loss of employment, and promotions, are all part of employee turnover. For many companies, the prospect of employee turnover is alarming. Turnover basically arises from the unhappiness from job place for individual employee. But being unhappy in a job is not the only reason why people leave one company for another (Habib et al., 2018). Before making any personnel decision, every boss, manager, and company owner must consider the complexity of employee turnover. An unfair dismissal may result in reduced performance as well as reduction in employee loyalty towards the organization (Mabindisa, 2014).

THEORITICAL BACKGROUND

The word "Turnover" refers to an employee's decision to leave an organization on his or her own initiative. Theoretical inquiry in the turnover literature has recently moved from recognizing the antecedents and mechanisms of employee voluntary turnover activity to its implications for organizational-level outcomes. However, since this study focuses on the overall relationship



between voluntary turnover and organizational efficiency, it doesn't go into detail about how organizational background factors could influence this relationship.

CONCEPTUAL FRAMEWORK

We proposed a conceptual framework that defines the relationship between Abusive Supervision, Emotional Exhaustion, Organizational Politics, Psychological Contract Breach, Perceived organization support, Remuneration, Workplace Bullying, Work life imbalance and mediating effect of turnover on organizational performance. Therefore, the conceptual framework depicts the proposed relationship of proposed constructs.

ABUSIVE SUPERVISION AND TURNOVER:

Abusive supervision has an enormous impact on organization and culture that hinders the performance as many unfavorable outcomes arise. Researchers say one of the ways to decrease the negative impact is perceived organizational support. Since long time, abusive supervision has been mostly experienced in the workplace. According to recent studies, Supervisory behavior is associated with lower job and personal satisfaction, emotional commitment and lower self-interests, Abusive supervision is a major issue in most of the organization, and

it has had a significant impact on the outcomes of many organizations (Hussain et al., 2020; Tews & Stafford, 2020). The consequences of abusive supervision are critical, and organizations should

be aware of it, as front-line workers perceive it to be harmful to their performance. If employees are treated badly, they will develop a negative attitude and eventually leave the job.

According to the literature review, such abusive supervision has a number of negative effects on employee performance, behavior, and wellbeing. Poor working conditions, a due to lack of training and development opportunities, and abusive behavior of supervision are few of the causes for employee turnover. It is understandable from the context of this study that supervisors have a strong influence on what workers encounter at work, and the impact of these outcomes continues to increase (Ahmad & Begum, 2020; Azeem & Humayon, 2017; Pradhan et al., 2019). On the basis of previous literature, the following hypothesis are developed for this study:

H1: Abusive supervision has positive impact on turnover intention

EMOTIONAL EXHAUSTION AND TURNOVER:

Emotional exhaustion is indeed a long-term condition of physiological and mental exhaustion caused by high work pressures including constant stress. This has major consequences for both the job satisfaction of employees as well as the efficient functioning of organizations from the perspective of the organization. Prior research has identified links between emotional exhaustion and certain behavioral and attitudinal factors as voluntary turnover (Ducharme et al., 2007). High Workload, time constraints, a lack of social support and job stress all contribute to emotional exhaustion. When an employee reaches a point where he or she is emotionally exhausted, it may result in an increase in job turnover as well as a decrease in overall performance. Since employees' ability to deal with emotional exhaustion becomes overextended, and then emotional exhaustion leads to turnover intentions (Azharudeen et al., 2018; Kyei-Poku, 2019). when the relationship between Emotional Exhaustion and Turnover Intention is analyzed, it indicates a positive relationship. As a result, the above analysis demonstrated that emotional exhaustion is one of the predictors of employee turnover, And according to above literature,

emotional exhaustion of the employee is positively correlated with the intention to leave. (Azharudeen & Andrew, 2018; Yaseen, 2020). on the basis of previous literature, the following hypothesis are developed for this study:

H2: Emotional exhaustion has positive impact on turnover intention

ORGANIZATIONAL POLITICS AND TURNOVER:

Organizational politics is referred to as the workplace conduct of employees of an organization. Organizational politics is a daunting aspect of the company to deal with. According to the research, organizational politics has a relational impact on turnover intention and organizational performance. Organizational politics can have a positive impact on the ethical problems along with resource disputes (Hussain & Xian, 2019). Organizational politics causes a lack of trust environment in the organization, and employees who lack trust do not share their experience with others. Employees begins to limit their commitment and efforts, causing them to quit the job (Ahmed, 2018). Employees' behavioral intentions are influenced by a highly political and stressful atmosphere. Leaving the job and organization is one of the behavioral intentions. One of the most common reasons for voluntary turnover is organizational politics. Employee turnover is detrimental to a company's success. According to the literature, politics in the organization can result in a variety of effects, all of which have adverse effects and eventually result in employees' turnover (Asrar-ul-Haq et al., 2019; Yaseen, 2020; Yusof et al., 2018). On the basis of previous literature, the following hypothesis are developed for this study:

H3: Organizational politics have positive impact on turnover intention.

PSYCHOLOGICAL CONTRACT BREACH AND TURNOVER:

Psychological contract breach disrupts work relationships and fosters negative attitudes, all of which leads to turnover. Therefore, unfulfilled

objectives can prompt an employee to seek other options, employee turnover are sometimes weighed against several motivating factors. Employee desire to stay, employee autonomy, work choices, and external influence are all variables which help to improve attitudes regarding the job dissatisfaction (Moquin et al., 2019) On the basis of previous literature, the following hypothesis are developed for this study:

H4: Psychological contract breach has negative impact on turnover intention

PERCEIVED ORGANIZATIONAL SUPPORT AND TURNOVER:

Perceived organizational support is the opinion of the employees as to the degree to which the organization recognizes and genuinely cares for their accomplishments within the organization. It also includes organizational policies i.e. rules and regulations and superior top management support.

Previous Literatures suggests that Perceived organizational support have positive impact on Employee job satisfaction and negative impact on turnover intentions (Ahmad & Yekta, 2010). Perceived organizational support is when employees feel that they are esteemed members of organization through the fair treatment and support (Tepper, Moss, & Duffy, 2011). Similarly, another research (Tepper, 2017), has found that fair treatment by organization leads employees feel satisfied. Researchers also says that as individuals feel obliged and helps those who helped them similar is the case with organizational support so that employees feel obliged to pay back the organizations. Past researches are also evident that when employees feel that their organizations care for them so they support the objectives of the organization in return and feel obliged to payback the organization and refrain themselves from the activities that enhance their chances of exit from the organization. On the basis of previous literature, the following hypothesis are developed for this study Researchers also says that as individuals feel obliged and helps those who helped them similar is the case with

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H5: Perceived organizational support has positive impact on turnover intention

REMUNRATION AND TURNOVER:

A remuneration system's key aim is just to recruit and retain high-quality workers. To keeping the employees, the benefits they receive as part of their remuneration should be appropriate (Nasurdin et al., 2018). Employee turnover is caused by a variety of factors, one of which is insufficient remuneration. Employees who are dissatisfied with their pay will typically depart for better opportunities. It has played a significant role in retaining and rewarding high quality human resources (Hussain & Xian, 2019).The finding implies that remuneration is far more significant in terms of employee turnover, in the sense that workers tend to leave the company and search for another job thus, it will reduce the organizational

performance (Al Mamun & Hasan, 2017). According to this research, employee turnover seems to have a direct and indirect effect on pay level satisfaction, turnover intention can be reduced by rising pay structure levels of employees. The remuneration has a significant and negative relationship with turnover intention, that indicates that when the remuneration reduces, the possibility of turnover increases. Enticing remuneration packages is another significant factor in employee retention because it fulfil both material and financial needs (Belete, 2018; Mendis, 2017; Nasurdin et al., 2018). On the basis of previous literature, the following hypothesis are developed for this study

H6: Remuneration has negative impact on turnover intention

WORKLIFE IMBALANCE AND TURNOVER

Employee motivation would be hampered by a lack of Work life balance activities, leading to withdrawal effects like turnover and absenteeism. The greater the gap between personal and professional life, the more workers will fail to maintain a balance and, as a result, will ultimately leave their jobs (Suifan et al., 2016). Work hours has often been recognized as the most important factor in resolving work conflicts. The amount of work assigned and the level of control workers have over their jobs are two aspects of work time (Lestari & Margaretha, 2021). On the basis of previous literature, the following hypothesis are developed for this study:

H7: Work life imbalance has positive impact on turnover intention

WORKPLACE BULLYING AND TURNOVER:

Workplace bullying is characterized as inappropriate negative conduct (either nonverbal or verbal) acts, or events occurring continuously and repeatedly over time, and that could make people uncomfortable on an emotional, psychological, or personal level (Rizwan et al., 2014)

Workplace bullying has a detrimental impact on employee wellbeing and efficiency, and also on organization performance and productivity. According to research, Employees who are bullied at work are more likely to be stressed out,

as a result, employee satisfaction is low, and there is a strong possibility of turnover. Bullying has quite an unpleasant psychological impact on people, reduces their job satisfaction, and enhances the intention in leaving the organization (Coetzee & van Dyk, 2018). On the basis of previous literature, the following hypothesis are developed for this study:

H8: Workplace bullying has positive impact on turnover intention

TURNOVER AND ORGANIZATIONAL PERFORMANCE:

Employee turnover has an impact on the effectiveness of the existing employees as well as on the productivity of the organization. The extra workload causes low productivity and increased anxiety, which contributes to employee turnover (Mabindisa, 2014). Employee retention is critical to an organization's success, as it helps to minimize employee turnover while still increasing organization performance. Employees' turnover intention is a principal mental precursor of their definite turnover actions

H9: Turnover has negative impact on organizational performance

MEDIATING EFFECT OF TURNOVER

Employee turnover has a significant impact on the performance of both the current staff as well as the effectiveness of the organization.

The definition of turnover intention is that when employees think about quitting their jobs or when they search for another job with the intent to quit the job (Carmeli, 2006). So, when employees from the organization boundaries move outside, it is considered as turnover intention. Turnover is of two type's i.e., Voluntary turnover and involuntary turnover. Involuntary turnover is when employees do not want to leave the job but have to because of retirements or by force layoffs. However, Voluntary turnover is when employees leave the jobs but organizations do not want them to leave. This might be because of poor working conditions and relationships, unpleasant reward systems and pay and promotion scales. In this

research, voluntary turnover and turnover intentions are considered and analyzed. Literature shows that the cost of employee turnover borne by companies is very high.

When employees do not feel welcome at organizations, they soon quit their job with dissatisfaction (Rice, Taylor, & Forrester, 2020). Researchers say that when employees have significant levels of perceived organizational support, they less likely leave their jobs or have turnover intentions. Many past researchers suggest that those employees that have perceived organizational support desire to remain with the organizations.

METHODOLOGY

PROCEDURE

The research is quantitative in nature the approach to this research is deductive. The research is conducted using survey approach that is effective for collecting quantitative data and determining relationships between the variables. Data should be obtained from the appropriate respondents in order to achieve a reliable result. Applicants in survey were chosen conveniently from company profile and LinkedIn profile of that participative. The population of research is the private sector of Pakistan because this issue of turnover and organization performance is of major concern in private companies. The size of the sample of 251 respondent was selected. To collect the data, the non-probability sampling convenience sampling method was used.

SCALE & MEASURE

We have used items in this research which were adopted from previous published studies and analyzed in different articles. Respondents were requested to answer the questions with the reference of their current job and about the organization in which they are currently employed. The survey instrument with well-established scales was derived and adapted from previous research where we have used total ten constructs and total forty-five items. Questionnaire was used as a tool for data collection and measuring the research variables. All scale items were restrained for applying five

point Likert scale which is used to collect the response (1 = strongly disagree, 2=Disagree, 3= Neutral 4= Agree and 5 = strongly agree).As Abusive Supervision has five items which were adopted from a study (Kemper, 2016) and Emotional Exhaustion has five items which are adopted from a study (Maslach et al., 1986). The items for turnover include "I would leave my current organization" from a study (Rizwan et al., 2014), and total items for turnover is three. Organization politics was measured by using the five items. Psychological Contract Breach was measured by using the five items which were adopted from a study (Robinson & Wolfe Morrison, 2000). Moreover, The Remuneration was measure by sing the four items which were adopted from (Kalimo et al., 2003). The work place bullying has used five items which were adopted from (Hauge et al., 2009), and the work life imbalance has used the four items that adopted from (Waumsley et al., 2010). Furthermore, all the constructs in this research are considered are reliable.

RESULTS

DESCRIPTIVE STATISTICS:

When data is not normally distributed then regression analysis cannot conduct and Data is considered normally distributed when skewness range between -1 and +1 and kurtosis rage between -3 and +3. Furthermore, Table 2 represents the results overall results of Descriptive analysis which are: Skewness, Kurtosis, mean, Std deviation and total sample of Data which data is fulfilled the Univariate normal distribution condition.

Table 2: Descriptive Statistics and Reliability Analysis

CONSTRUCTS	Mean	Std. Deviation	Skewness	Kurtosis
WorkPlaceBullying (WB)	3.41	.971	-.850	-.448
Abusive Supervision (AS)	3.32	1.157	-.552	-1.222
PsychologicalContractBreach (PCB)	3.44	1.109	-.662	-.933
Perceivedorganizationsupport (POS)	3.39	.947	-.765	-.556
Organizational Politics (OP)	2.75	.861	.476	-1.009
Remuneration (R)	3.38	.989	-.651	-.856
Worklifeimbalace (WL)	3.42	.933	-.783	-.651
EmotionalExhaustion (EE)	3.364	.844	-.655	-.431
Turnover (T)	3.11	.952	-.277	-.976
OrganizationalPerformance(P)	3.65	.630	-.706	.229

RELIABILITY ANALYSIS

In order to conduct the analysis of regression the data must be reliable. Another reason for the analysis of reliability to check the internal consistency of constructs and internal consistency is analyzed by the Cronbach alpha. It is considered the most common method used for analyzing Cronbach's alpha is considered the inter-correlation among the items of the scale which measuring the internal consistency While the Cronbach as a value that are also high. According to (Sekaran & Bougie, 2009) when the Cronbach's alpha value less than 0.6 it considered as poor and not acceptable. However, When the Cronbach's alpha value greater than 0.6 it is preferable and Moreover, when the reliability is greater than 0.8 it consider as the good internal consistency (Flynn, 1994; Hair Jr et al., 2019; Sekaran & Bougie, 2009). As from table it shows that all variable has good reliability and the highest value of Abusive Supervision=0.95 and the lowest from table is Organization politics=0.71 but all constructs' reliability is acceptable. The constructs, and Cronbach alpha of applied constructs are provided in the Table 1.3.

Table 6: Reliability of construct and Variance

Reliability of construct and Variance Explained	Cronbach's Alpha
Abusive Supervision (AS)	0.95
Emotional Exhaustion (EE)	0.84
Organizational Politics (OP)	0.71
Organizational Performance (P)	0.76
Psychological Contract Breach (PCB)	0.92
Perceived organization support (POS)	0.89
Remuneration (R)	0.89
Turnover (T)	0.84
Workplace Bullying (WB)	0.91
Work life imbalance (WL)	0.89

Exploratory Factor Analysis (EFA)

Table 7: Exploratory Factor Analysis (EFA)

CONSTRUCTS	Items	KMO	BTos	CFL
WorkPlaceBullying (WB)	5	0.89	769.153	65.80%
Abusive Supervision (AS)	5	0.91	1103.197	76.37%
PsychologicalContractBreach (PCB)	4	0.85	729.269	74.19%
Perceivedorganizationsupport (POS)	4	0.81	527.125	64.57%
Organizational Politics (OP)	5	0.85	814.021	62.80%
Remuneration (R)	4	0.78	567.640	65.78%
Worklifeimbalance (WL)	4	0.82	575.816	67.40%
EmotionalExhaustion (EE)	5	0.74	594.604	51.33%
Turnover (T)	4	0.78	401.608	56.59%
OrganizationalPerformance(P)	3	0.74	258.252	46.09%

Note: Kaiser Meyer Olkin, Bartlett Test of Sphericity, Cumulative Factor Loading

ANALYSIS:

Kaiser-Meyer-Olkin (KMO) is at least .744 for all constructs, which is higher than minimum value

of .70. (Bryman, 2016) Bartlett Test of Sphericity of all the constructs was significant and cumulative factor loading is .46. According to (Hair, Anderson, Tatham and Black) if the loadings are ± 0.50 or greater, they are considered practically significant (Bryman, 2016).

CO-RELATION ANALYSIS

Correlation analysis is conducted to confirm that whether there is hypothesized association between independent and dependent variables is significant. Pearson's Correlation Coefficient was used to determine the relationship between all variables.(Berberoglu, 2018).

Table 8: Bivariate Analysis

CONSTRUCTS	AS	EE	OP	P	PCB	POS	R	T	WB	WL
Abusive Supervision (AS)	1									
EmotionalExhaustion (EE)	.708	1								
Organizational Politics (OP)	.261	0.08	1							
Organizational Performance (P)	.055	0.23	0.27	1						
PsychologicalContractBreach (PCB)	.900	0.72	-0.19	0.091	1					
Perceivedorganizationsupport (POS)	.846	0.70	-0.08	0.092	0.858	1				
Remuneration (R)	.374	0.18	-0.63	0.024	0.331	0.305	1			
Turnover (T)	.402	0.48	0.33	0.381	0.387	0.449	-0.162	1		
WorkPlaceBullying (WB)	.727	0.63	-0.162	0.052	0.680	0.689	0.320	0.366	1	
Worklifeimbalance (WL)	.737	0.74	-0.11	.124	0.745	0.739	0.333	0.369	0.667	1

ANALYSIS:

The findings show a negative and very weak association between remuneration and the turnover ($r = -.162$) This demonstrates that when remuneration does not meet the needs of employees, so their intention to leave the company is directly influenced (Mendis, 2017).According to correlation analysis For Turnover and Perceived organization support ($r = 0.449$) This indicates that these two variables are weakly correlated. The value of correlation ($r = .402$) for abusive supervision and turnover states that there is weak relationship between variables. The value ($r = 0.48$) indicates that there is weak relationship between turnover and emotional exhaustion. The value ($r = .090$) shows that there is strongest relationship is between psychological contract breach and abusive supervision. The relationship of remuneration with emotional exhaustion ($r = .18$) shows weakest relationship between variables. There is weak association between organizational performance and turnover($r = 0.381$).

CONSTRUCT VALIDITY

When using constructs in analysis, its validity has to be checked because of variation that can exist due to demographic and cultural discrepancies. construct validity was evaluated using discriminant and convergent validity. As most of the constructs being used in this study were taken from the countries of the west (Fletcher, 2021).

CONVERGENT VALIDITY

To determine the research data's convergent validity, The Average Variance Extracted (AVE) must be measured. AVE value must be 0.50 or higher, so it reflects a good convergent validity of research data (Hussain & Xian, 2019). As all the AVE values in this research are greater than 0.50, indicating that the data meets the convergent validity criteria.

Table 6:
Reliability of construct and Variance Explained

Construct	Cronbach's Alpha	Average Variance Explained (AVE)
Abusive Supervision (AS)	0.95	0.82
EmotionalExhaustion (EE)	0.84	0.61
Organizational Politics (OP)	0.71	0.56
Organizational Performance (P)	0.76	0.51
PsychologicalContractBreach (PCB)	0.92	0.81
Perceivedorganizationsupport (POS)	0.89	0.74
Remuneration (R)	0.89	0.73
Voluntary Turnover (VT)	0.84	0.68
WorkPlaceBullying (WB)	0.91	0.73
Worklifeimbalance (WL)	0.89	0.75

DISCRIMINANT VALIDITY

Discriminant analysis was used to determine if the constructs are unique and distinct. This research has assumed the discriminant validity through Fornell Larcker Criterion. In order to study the correlation between variables (Hussain et al., 2020)

Table 5:
Discriminant Validity

Table 7:
CONSTRUCTS

	AS	EE	OP	P	PCB	POS	R	VT	WB	WL
Abusive Supervision (AS)	0.91									
EmotionalExhaustion (EE)	0.70	0.78								
Organizational Politics (OP)	-0.11	0.24	0.75							
Performance (P)	0.10	0.23	0.27	0.71						
PsychologicalContractBreach (PCB)	0.90	0.71	-0.04	0.13	0.90					
Perceivedorganizationsupport (POS)	0.84	0.71	0.09	0.13	0.86	0.86				
Remuneration (R)	0.33	0.09	-0.56	-0.05	0.28	0.25	0.86			
Voluntary Turnover (VT)	0.42	0.56	0.44	0.37	0.39	0.48	-0.21	0.82		
WorkPlaceBullying (WB)	0.74	0.60	-0.03	0.06	0.70	0.71	0.29	0.39	0.86	
Worklifeimbalance (WL)	0.72	0.74	0.07	0.18	0.74	0.72	0.27	0.42	0.68	0.81

PLS PATH MODELING

In this research study PLS path modeling approach is used to analyze the data. This

approach is very useful and helps in solving many modeling issues. This approach is helpful in dealing with small sample size. This PLS method model has the ability to develop robust equations (Umrani et al., 2016). This approach provides more flexibility and this approach helps the researchers in testing the theoretical concepts with more clarity. For validating the methods and for exploratory research this method is proved very useful (Sarstedt et al., 2017). Therefore, for this research we have used PLS path modeling approach keeping in view the above literature review. For analyzing the data, we have used Smart PLS 3.0.

ASSESSMENT MEASUREMENT MODEL

We examined Indicator reliability by looking into factor loadings; the threshold to retain items .5 and all results found significant at the mention criteria. Hence, indicator reliability was ascertained. By using structural Equation Modeling (SEM) approach, we can determine the construct validity (Hair et al., 2013). According to the approach, we will first assess internal reliability and convergent validity and right after that the constructs' discriminant validity

ASSESSMENT OF PATH COEFFICIENTS

The paper has examined the impact on Job performance as a mediator role of employee turnover (see figure 2). As per H1: it is expected that there is a positive relationship between Abusive Supervision and Employee Turnover. The results for H1 in table 3 depict that b=0.312, t>2.393, SE 0.126, and p-value<0.05 for Abusive Supervision and Turnover. Thus H1; is supported means there is a significant positive relationship between Abusive Supervision and Turnover. Furthermore, H1 highlights the relationship between Emotional Exhaustion and Turnover. The results represent for H2 in table 3 that b=0.287, t>3.741, SE 0.077, and p-value<0.05 which shows the significant relationship between Emotional exhaustion and Turnover. Moreover, H3 shows the relationship between Organization Politics and Turnover where results highlight that b=0.266, t>3.6, SE 0.074, and p-value<0.05. Therefore, H3 is supported means significant

relationship between Organization politics and turnover.

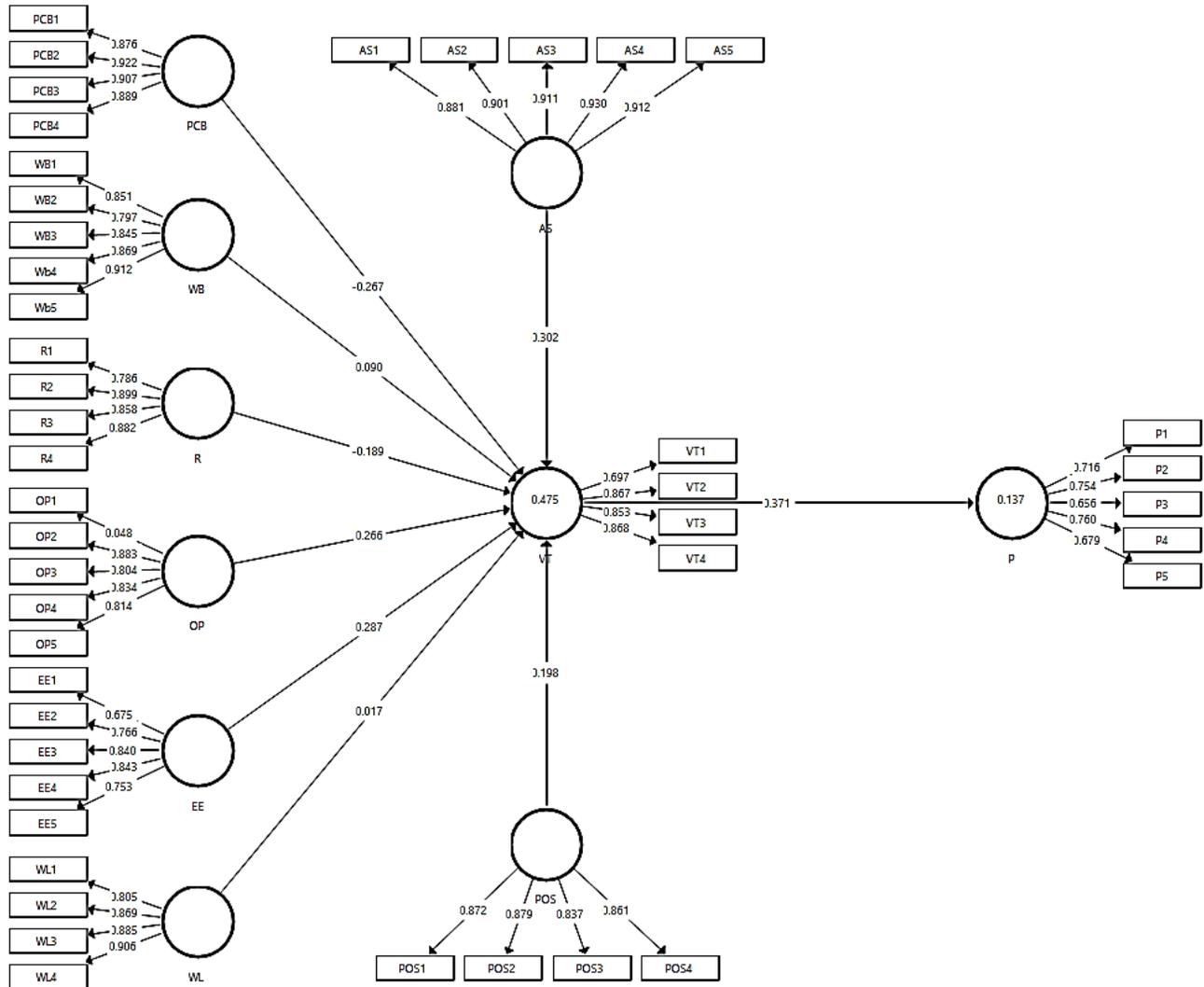
Hypothesis	Relationship	Beta	T-Statistics	P Values	Decision
H1	Abusive Supervision -> Turnover	0.302	2.393	0.017	Supported
H2	Emotional exhaustion -> Turnover	0.287	3.741	0.000	Supported
H3	Org politics -> Turnover	0.266	3.600	0.000	Supported
H4	PCB -> Turnover	-0.267	2.205	0.028	Supported
H5	Perceived Org Support -> Turnover	-0.198	1.616	0.107	Not Supported
H6	Remuneration -> Turnover	-0.189	2.861	0.004	Supported
H7	Turnover -> Org Performance	-0.371	7.818	0.000	Supported
H8	Workplace bullying-> Turnover	0.090	1.188	0.235	Not Supported
H9	Work life imbalance -> Turnover	0.017	0.216	0.829	Not Supported

In addition to it, H4 depicts the negative relationship between Psychological Contract Breach and Turnover. The results for H4 in table 3 depict that $b=-0.267$, $t>2.205$, SE 0.121, and $p\text{-value}<0.05$ where hypothesis supported means relationship between is significant. Furthermore, H6 highlights relationship between Remuneration and Turnover which is negative and this is what

we expected. The results for H6 shows that $b=-0.189$, $t>2.861$, SE 0.066 and $p\text{-value}<0.05$ means it has significant relationship between shows the positive relation between Turnover and Organization performance. The results represent that $b=0.371$, $t>7.818$, SE 0.047 and $p\text{-value}<0.05$ means relationship is significant.

On the Contrary, H5 portrays the relationship between Perceived organization support and Turnover. The results for H5 shows that $b=0.198$, $t>1.22$, SE 1.616 and $p\text{-value}>0.05$

FIGURE 2: STRUCTURAL EQUATION MODELING USING SMART PLS



DISCUSSION AND CONCLUSION

Hypothesis 1

By studying literature on abusive supervision and turnover, we hypothesized that Abusive supervision has positive impact on turnover intention. The results exhibit that abusive supervision has positive and significant

relationship with employee turnover. which is aligned with the viewpoint of theoretical and empirical analysis of past researchers. If there is increased abusive supervision in the organization so turnover intention of employees will also increase. the result of hypothesis supported that, abusive supervision will trigger the employees and they will be likely to leave the organization and search for another job (Hussain et al., 2020).

Hypothesis 2

The hypothesis stated that Emotional exhaustion has positive impact on turnover intention. The results exhibit that emotional exhaustion has positive and significant effect positive relationship with the employee turnover intention. which is aligned with the viewpoint of theoretical and empirical analysis of past researchers have analyzed. So The result of hypothesis supported that emotional exhaustion will make the employee to leave the organization and develop the turnover intention (Ducharme et al., 2007; Wright & Cropanzano, 1998).

Hypothesis 3

Hypothesis stated that organization politics has positive impact on turnover intention. the result shows that organization politics and turnover intention are positively associated which is aligned with the viewpoint of theoretical and empirical analysis of past researchers have analyzed. if the organization politics increase so there will be increase in employee turnover intention. So, the result of hypothesis supported that organization politics contribute to employee turnover (Ahmed, 2018).

Hypothesis 4

Hypothesis 4 proposed that Psychological contract breach has significant relationship with turnover because analysis has indicated that when organization is fulfilling their promises and not meet obligation will lead to more chances for leaving the organization by employee (Heffernan & Rochford, 2017). As the results are highly support with past researchers that when there is breach of psychological contract then it will lead to high impact on outcomes and intention to leave the organization (Heffernan & Rochford, 2017; Morrison & Robinson, 1997; Robinson, 1996).

Hypothesis 5

The hypothesis 5 states that Perceived Organization Support has positive relationship with turnover of employee. The results for H5 in table 3 depict that $b=-0.198$, $t>1.616$, and p -value

is not less than 0.05 which is 0.107 and hypothesis is not supported means relationship between is insignificant and contrary to Literature review. Perceived organization support is negatively related with turnover. Previous researchers highly support the negative the relationship between the turnover and perceived organization support. As perceived organization support develop employee trust in organization and reduced the absenteeism and employee turnover because when employee get the career and financial support from organization then there are very less chances that employee think about the leaving the organization and perceived employability (Hussain & Asif, 2012; Tumwesigye, 2010).

On the contrary of their previous literature, the results show the insignificant relationship between perceived organization support and turnover. One of the possible explanations can be found by the study support of (Thesis, 2017). in the perspective of financial perceived organization support and turnover which is support by only for young employees those feel insecure about their salary and willing to move for perceived employability rather than people at older age. The other main reason is high cross culture adoption of expatriate where they don't want any support from organization in order to relocate them at new location.

Hypothesis 6

Remuneration has negative impact on turnover intention. The result shows that there is negative relationship between remuneration and turnover intention. So, the result of hypothesis supported that when the remuneration is not up to the mark it will affect the employee and as salaries decrease the employee intention to leave the organization will increase (Belete, 2018; Mendis, 2017).

Hypothesis 7

By studying literature of employee turnover and organization performance, we have hypothesized that there is negative relationship employee turnover and organization performance. The results exhibit that if employee turnover increase

then it has negative effect on organization performance which is consistent with the perspective of theoretical and empirical analysis of past researchers have analyzed that employee turnover has negative impact on organization performance (Dalton & Todor, 1979). Further it has explained that high the employee turnover has decrease the organization performance due to loss of knowledge, skills and abilities of company which has employee developed by gaining experience through company (Wynen et al., 2019).

Hypothesis 8

Hypothesis 8 states that Workplace bullying has positive impact on turnover intention. And workplace bullying and turnover intention are positively associated as workplace bullying causes stress, which increases the chance of turnover intention and, eventually, employee leave the organization (Nwobia et al., 2017; Paul & Kee, 2020). So the result of hypothesis aren't supported as it shows the negative association and is insignificant between workplace bullying and turnover intention.

Hypothesis 9

Moreover, we have expected that Work life imbalance is positively related with Employee turnover as higher work life imbalance lead to increase the turnover intention of employee and decrease the motivation and performance (Abdien, 2019), but our hypothesis is insignificant and the results are contrary which shows that there is positive relation relationship between work life imbalance and employee turnover.

LIMITATION AND FUTURE RESEARCH

This study has certain limitations the data for this study is collected from only Karachi region and this research is conducted in Pakistan so there can be generalizability issue we cannot generalize the results to other nations because

impact on Organization performance as mediator role of employee turnover can vary from country to country. Secondly, we were provided with limited time to complete this research so we have faced time constraint and we cannot generalize for the long-term results. Thirdly our research study sample contain those employees who work in private organizations and companies so we cannot implement these results to those employees who are working in public sector as their impact on Organization performance can vary from country to country.

Therefore, for future research we recommend that researchers should study the impact on organization performance as a mediator role of Turnover intention from those employees who work in public sector so this would help in doing comparisons and analyze the differences if there are any. Secondly further research should include more variables to analyze the impact on organization performance like organizational work culture and job environment. Along with these variables, we can analyze the other variables like job fit and personal sacrifice have might be impact on perceived organization support and employee turnover which will help to depth analysis on influencing variables on employee turnover (Dawley et al., 2010). In present we are focusing on five to six variables but there is certain other which can influence the turnover of employee like Job Satisfaction. Researchers also say that job satisfaction is the widely studied variable in the research due to its huge impact on turnover intentions. According to the researchers both cognitive and effect are part of job satisfaction as they both are involved in job evaluation. Researchers say that we have feelings that we think about our jobs and because of those feelings, we think about work. As Employee's job satisfaction depends on compensation, rewards and expectations (Tepper et al., 2017). Employees who perceive that they have not been compensated fairly or not get rewards for extra assignments have low job satisfaction (Hassan et al., 2019). Future research has to choose same variables which are included in our study. The present study shows that turnover as mediator role. But future

research should focus on certain organization and culture factor.

MANAGERIAL IMPLICATIONS

This research has few important implications for the private companies which are operated in the region of Pakistan in the perspective of employee turnover towards the organization performance. Firstly the major finding demonstrates that employee's turnover has negative impact on organization performance. In order to decrease the turnover, companies has to promote the employee retention by providing the work life balance, flexible work arrangement and favorable culture, and make those policies which support the employee engagement and wellbeing (Maertz et al., 2007; Newman et al., 2011).

Secondly, as results demonstrates that abusive supervision has positive relationship with turnover and it's significant. So in order to decrease the turnover employee supervisor must be take the proper training related to behavior and stress management and also encourage employees to involve the training programs and enhance the learning environment (Ha et al., 2014). Finally, Organization has to work on the environment conditions with the support of developing career and value towards the promotional opportunities for employees that give them motivation to retain in organization (Rawashdeh & Tamimi, 2020; Silva & Dias, 2016).

During the implementation it's make sure that organization maximized employee commitments and value to achieve the organization goal.

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